

Oak Creek Police Department 1998 Annual Report



Submitted May 10, 1999

MESSAGE FROM THE CHIEF

1998 - A RETURN TO NORMALCY

To the Citizens of Oak Creek;

I, along with the entire staff of the Oak Creek Police Department, respectfully submit the Department's Annual Report for 1998. As always, we provide this report in an effort to comply with our mission statement values—specifically, the value of accountability. "We accept responsibility for our actions and are accountable to our community." We believe that the use of the Annual Report is the most effective way to show accountability as to our most recent activity.

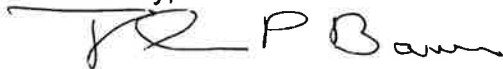
I am personally extremely proud and appreciative of the effort from our staff in 1998. The productivity from our staff has been at a consistently high level throughout this year. I feel that we, as a command staff, have worked hard to provide for our employees a professional work environment, and, in turn, they have responded by provided us with a professional work product.

As I look for the most telling or significant accomplishment over this past year, perhaps it is achieving a return to normalcy. Rest assured, however, that a return to normalcy does not mean accepting complacency.

I would like to acknowledge the efforts of our new Crime Prevention Officer, Ron Piojda, in the production of this annual report. The staff appreciates his research efforts in obtaining valid statistical information that will be meaningful and objective in evaluating our recent activity.

In closing, we welcome any an all inquiries regarding the operation of the Oak Creek Police Department; and, in particular, your comments and suggestions with respect to this report.

Sincerely,

A handwritten signature in black ink that reads "T P Bauer". The signature is written in a cursive style with a horizontal line above the first few letters.

Thomas P. Bauer
Chief of Police

Mission Statement

THE MISSION OF THE OAK CREEK POLICE DEPARTMENT IS TO ENHANCE THE QUALITY OF LIFE IN THE CITY OF OAK CREEK.

We can accomplish our mission by working to achieve goals of

protecting life and property
preserving the peace
enforcing the law.

However, we cannot succeed alone. Essential to the success of achieving these common goals is the active involvement of our citizens through formation of a public / private partnership with us.

We, the members of the Oak Creek Police Department, commit ourselves to the following set of values that always guide our actions in this mission.

HUMAN LIFE We value human life above all.

INTEGRITY We believe integrity includes fairness, honesty and loyalty, which are essential for the public trust

RESPECT We respect ourselves and all others. We strive to treat each other with dignity and compassion and to provide cooperation and teamwork.

CONSTITUTION (AND LAWS) We believe in both the federal and state constitutions; as well as recognizing and applying federal, state, and local laws.

EXCELLENCE We strive for excellence in all tasks performed. We also believe in the importance of knowledge and continual self-development in gaining excellence.

ACCOUNTABILITY We accept responsibility for our actions and are accountable to our community.

ADAPTABILITY We believe through a combination of imagination, ingenuity and common sense that we can be effective in our work of identifying and solving problems. We are also flexible and innovative enough to meet the demands of a dynamic, ever changing community.

**Oak Creek Police Department
Background Information**

**Oak Creek Police Department
7625 S. Howell Avenue
Oak Creek, Wisconsin 53154**

Department Information (as of 01-30-99)

Population Served 1.....	24,975
Number of Sworn Employees Allocated 2	44
Total Employees Allocated 2.....	63
1999 Operating Budget (millions) 2.....	4.6
1998 Operating Budget (millions) 2.....	4.3
1997 Operating Budget (millions) 2.....	4.1
Service Area (square miles) 3.....	26
Rank of Oak Creek among all Municipal Jurisdictions in Milwaukee County in size of service area	3
Average Service Area of Municipalities in Milwaukee County (Square Miles)	12.8
Ratio Officers per 1000 residents ¹	1.8
National Average Ratio Officers per 1000 residents 1.....	2.4
Wisconsin Average Ratio Officers per 1000 residents 1.....	2.3
Milwaukee County Ratio Officers per 1000 residents 1 (Excluding Milwaukee Police Department, Milwaukee County Sheriff's Office, University of Wisconsin-Milwaukee And State Fair Park Police)	2.0
Ratio full-time employees per 1000 residents ¹	2.3
National Average full-time employees per 1000 residents 1....	3.3
Wisconsin Average Ratio full-time employees per 1000 residents in communities with less than 50,000 ¹	2.4

1 Crime and Arrests 1997, Wisconsin Office of Justice Assistance
2 Oak Creek Police Department 1999 Budget
3 Land and Water area of Wisconsin Municipalities: 1990 Census, US
Bureau of The Census

Annual Report Produced by

Police Officer Ron Piojda

Chief of Police

Thomas P. Bauer

Mayor

Dale J. Richards

Alderman

- 1st Dist Elizabeth Kopplin
- 2nd Dist Jeffery Enea
- 3rd Dist Michael Brever
- 4th Dist Merlyn Warner
- 5th Dist Lawrence Prochnow
- 6th Dist Kathleen Schmadl

Police and Fire Commission

- Gary Wilkes, President
- James Schultz
- James Moczynski
- Robert Anderson
- Douglas Rottel

City Administrator

Robert Kufrin

City Attorney

Larry Haskin

Municipal Judge

John Grahovac

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1998

1998 At a Glance

- Major Crime Team established consisting of seven appointed officers who will receive approximately 40 hours of specialized training as Evidence Technicians.
- Administration Support Bureau created and Clerk-Matron JoAnn Stencel was promoted to become the Manager of the bureau.
- Staff Picture completed by Millie's Photography and displayed inside the department
- Adopted "Knight" as department insignia.
- Arrest E-Z software purchased from Competitive Edge Software Inc. and implemented at the department including a digital camera photo system.
- Officer Sean T. Mars resigned from the department to pursue a career in computer consulting.
- Detective Joseph Galewski retired from the department after 31 years of dedicated service.
- Sexual Offenders Registration Program implemented.
- Oak Creek Police Sergeants formed their own union after being removed from the Oak Creek Police Association.
- Annual unclaimed property auction held at the department netting \$2232.50 for the City of Oak Creek general fund.
- Two Harley Davidson police motorcycles sold to the highest bidders in a silent auction, proceeds of which were used to purchase an Emergency Response Unit van upon approval from the Oak Creek Common Council.
- On-site fitness facility constructed at the department by department members and contracted services using funding from asset forfeiture.
- Sergeant Michael Bolender promoted to Lieutenant.
- Investigator Andre Antreassian promoted to Detective.
- Officer Ron Schmidt promoted to Detective.

- S.A.D.D. Mock Prom Crash exercise conducted by representatives of the Police and Fire Departments and the Oak Creek High School.
- 13-week Citizen's Academy held at the department for the third consecutive year.
- State mandated Crime Victims Rights Act implemented at the department.
- Lt. Michael Bolender and Manager JoAnn Stencel both graduated from Northwestern University School of Police Staff and Command. Lt. Bolender received academic honors for earning a 4.0 grade point average and Manager Stencel received a leadership award.
- 38 Nextel phones purchased for select department members using asset forfeiture funding, tripling the department's communications ability.
- Captain Endthoff has been appointed Department Historian with assistance from retired Lt. James Lampe.
- Officer Robert Carter received a department commendation for administering CPR to a choking infant clearing the infant's airway.
- After 4 yrs of research, the department has implemented a formal Emergency Operations Procedure.
- Organizational Structure Policy implemented.

Department Organization

The Oak Creek Police Department is headed by the Chief of Police. His direct support staff include a secretary and a chaplain. The Department is divided into two functional divisions. The Administrative Division and the Operations Division.

A captain commands the Administrative division: it includes the Administrative Support Bureau, the Investigative Bureau and the Crime Prevention Bureau. The Administrative Support Bureau is responsible for the dispatch center, the clerical unit and the clerk of courts. The Investigative Bureau is responsible for the investigation of cases that require expertise or time beyond that available at the patrol level. The Crime Prevention Bureau is responsible for maintaining the department's crime prevention program.

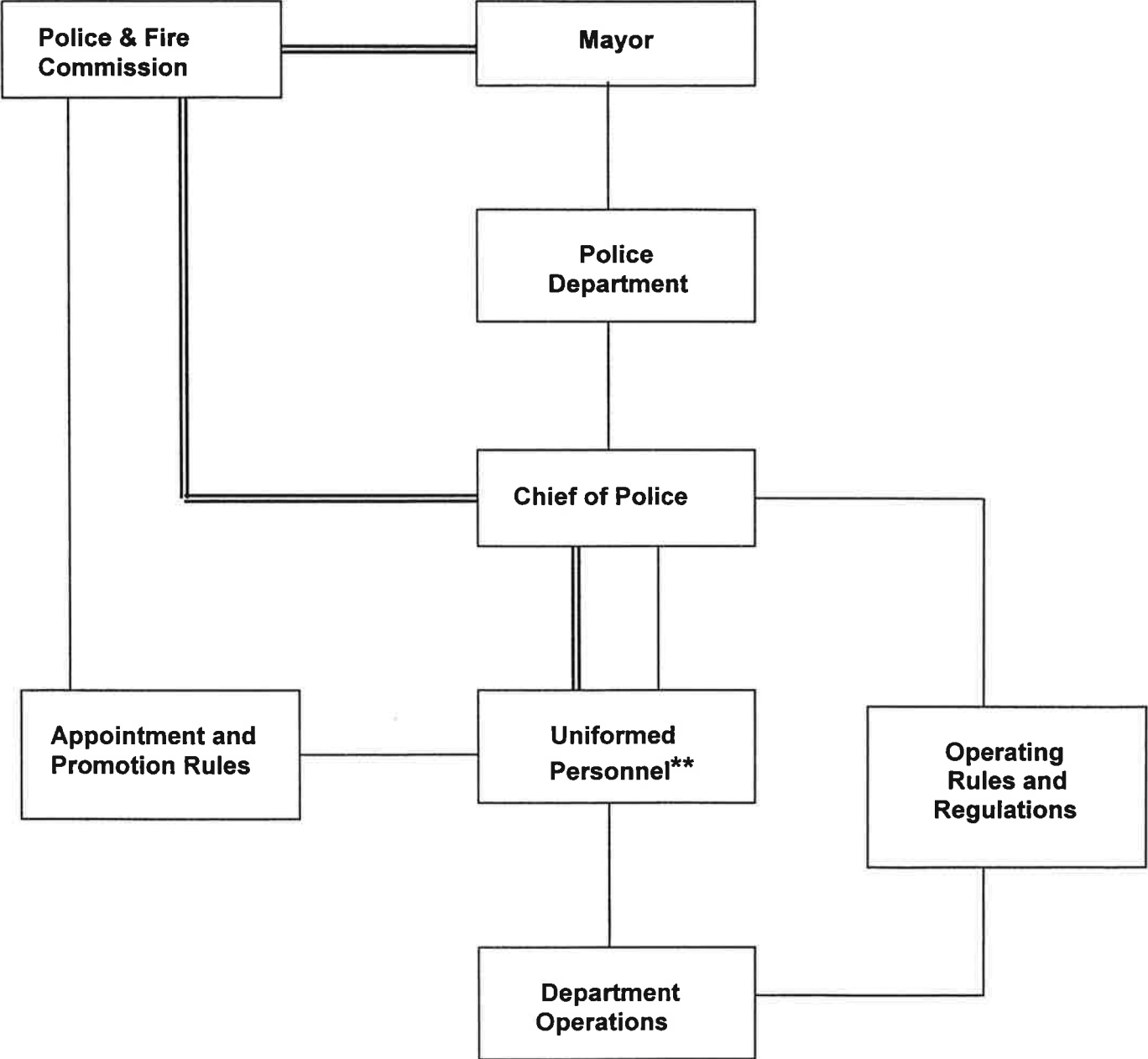
A Captain commands the Operations division; it includes the Operational Support Bureau and the Patrol Bureau. The Operational Support Bureau is responsible for the volunteer program, the Auxiliary Officers program, the Department's Crossing Guards, Fleet Maintenance and Buildings and Grounds. The Patrol Bureau is divided into 3 shifts and is responsible for patrolling the city's streets and answering calls for service. The Captain of Operations also oversees patrol officers that have extra duties in the departments various Special Operations units.

In order to maximize the department's organizational effectiveness, we have developed detailed organizational charts. The six types of charts are included in the pages that follow. They are:

1. Lines of Authority in Wisconsin Cities
2. Bureaus and Personnel Allocated
3. Bureaus and Personnel Assigned
4. Bureaus, Units, Programs and Tasks-Chief's Office
5. Bureaus, Units, Programs and Tasks- Administrative Division
6. Bureaus, Units, Programs and Tasks-Operations Division

Oak Creek Police Department Organizational Chart

*Lines Of Authority In Wisconsin Cities



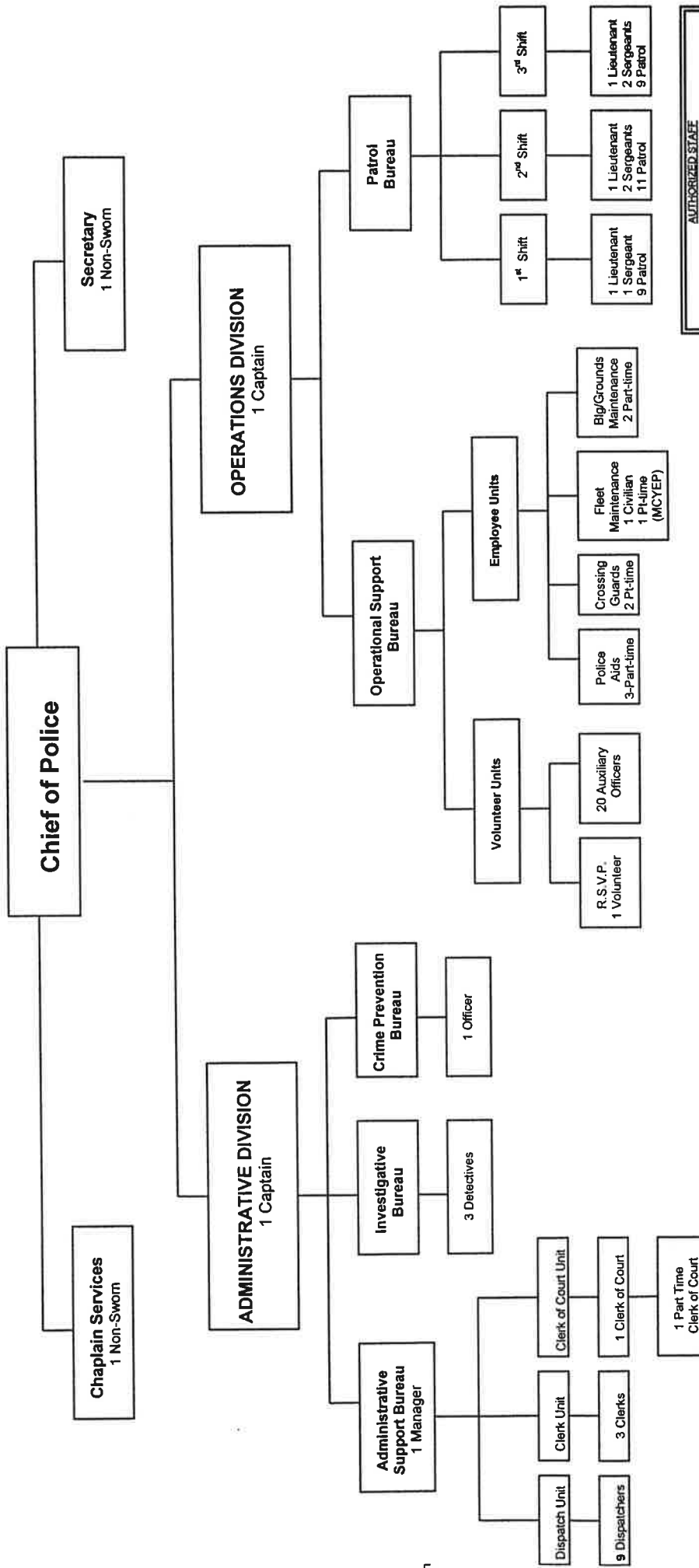
— Functional Authority
 = Appointment Authority

* Ref. "Handbook for Police & Fire Commissioners"
 ** Chief's appointments and promotions subject to Commission approval.

- SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS**
1. Bureaus/Personnel Allocated
 2. Bureaus/Personnel Assigned
 3. Bureaus/Units/Programs/Tasks—Chief's Office
 4. Bureaus/Units/Programs/Tasks—Admin. Division
 5. Bureaus/Units/Programs/Tasks—Operations Division
 6. Administrative Division Staff Assignments
 7. Operations Division Staff Assignments

Oak Creek Police Department Organizational Chart

Bureaus/Personnel Allocated



AUTHORIZED STAFF	
Present	1999 Allocated
Police Chief	1
Captain	2
Lieutenant	3
Sergeant	5
Detective	2
Investigator	1
Police Officer	30
TOTAL SWORN	44
Admin. Support Services Mgr.	1
Clerk Maroon	3
Clerk of Courts	1
Dispatchers	7
Secretary	1
Mechanic II	1
Crossing Guards	2
Part-Time Clerk of Courts	0
Part-Time Police Aids	0
Part-Time Custodian I	1
Part-Time Custodian II	1
Part-Time MCYEP	1
TOTAL NON-SWORN	25
TOTAL STAFF	69

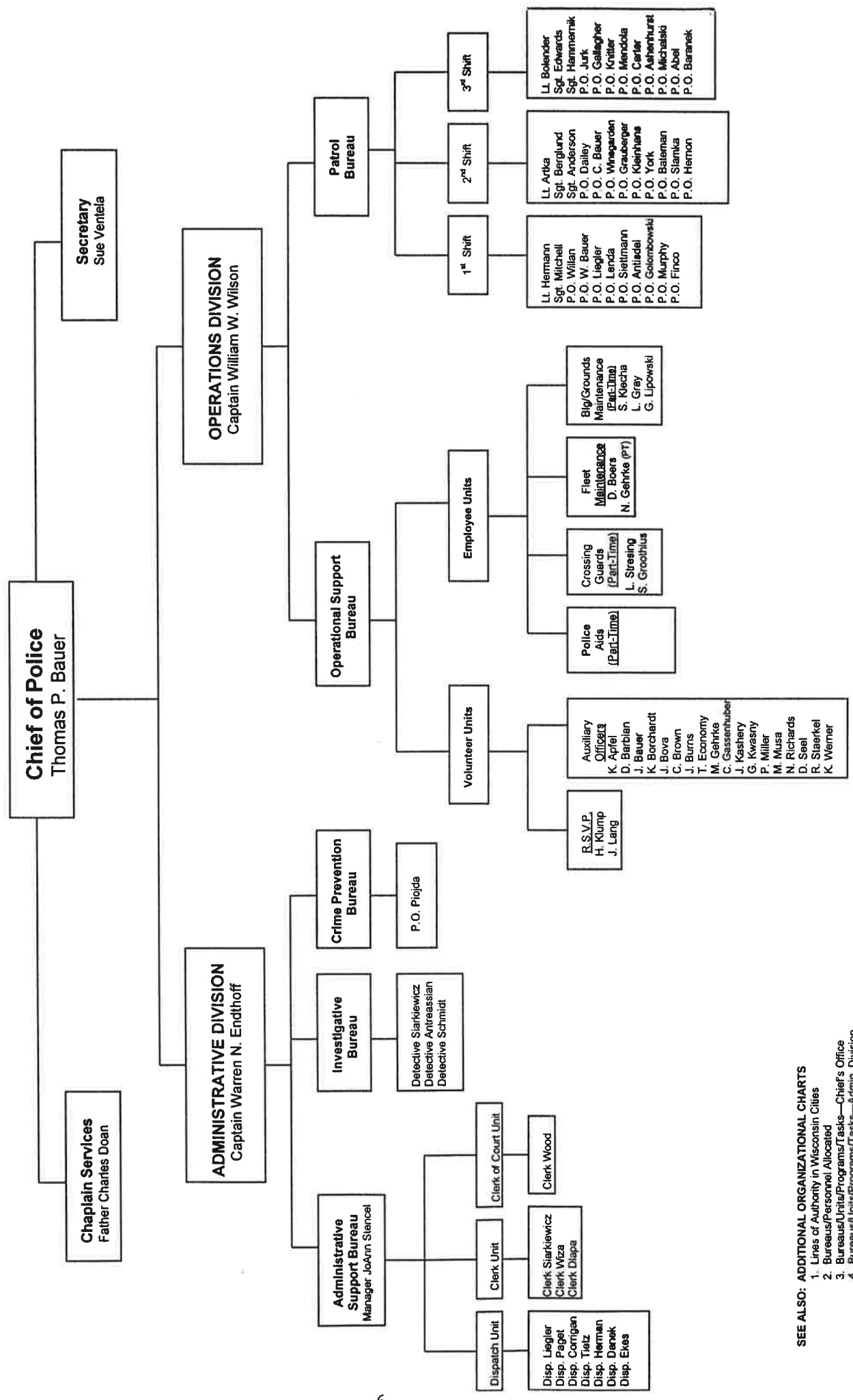
Note: Total numbers do not include volunteers. 5/20/98 7/1/98

SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS

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Oak Creek Police Department Organizational Chart

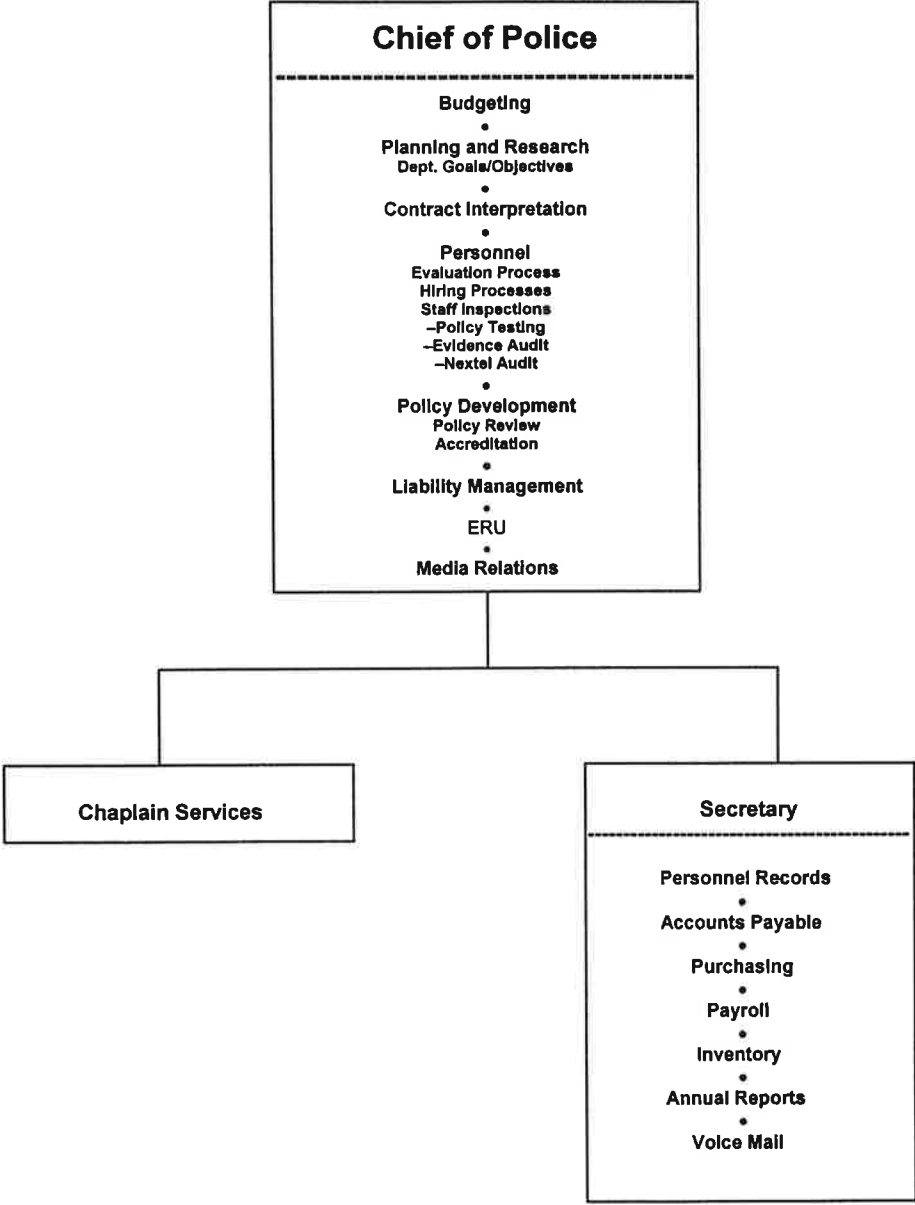
Bureaus/Personnel Assigned



SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS

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Oak Creek Police Department Organizational Chart
CHIEF'S OFFICE
Bureaus/Units/Programs/Tasks

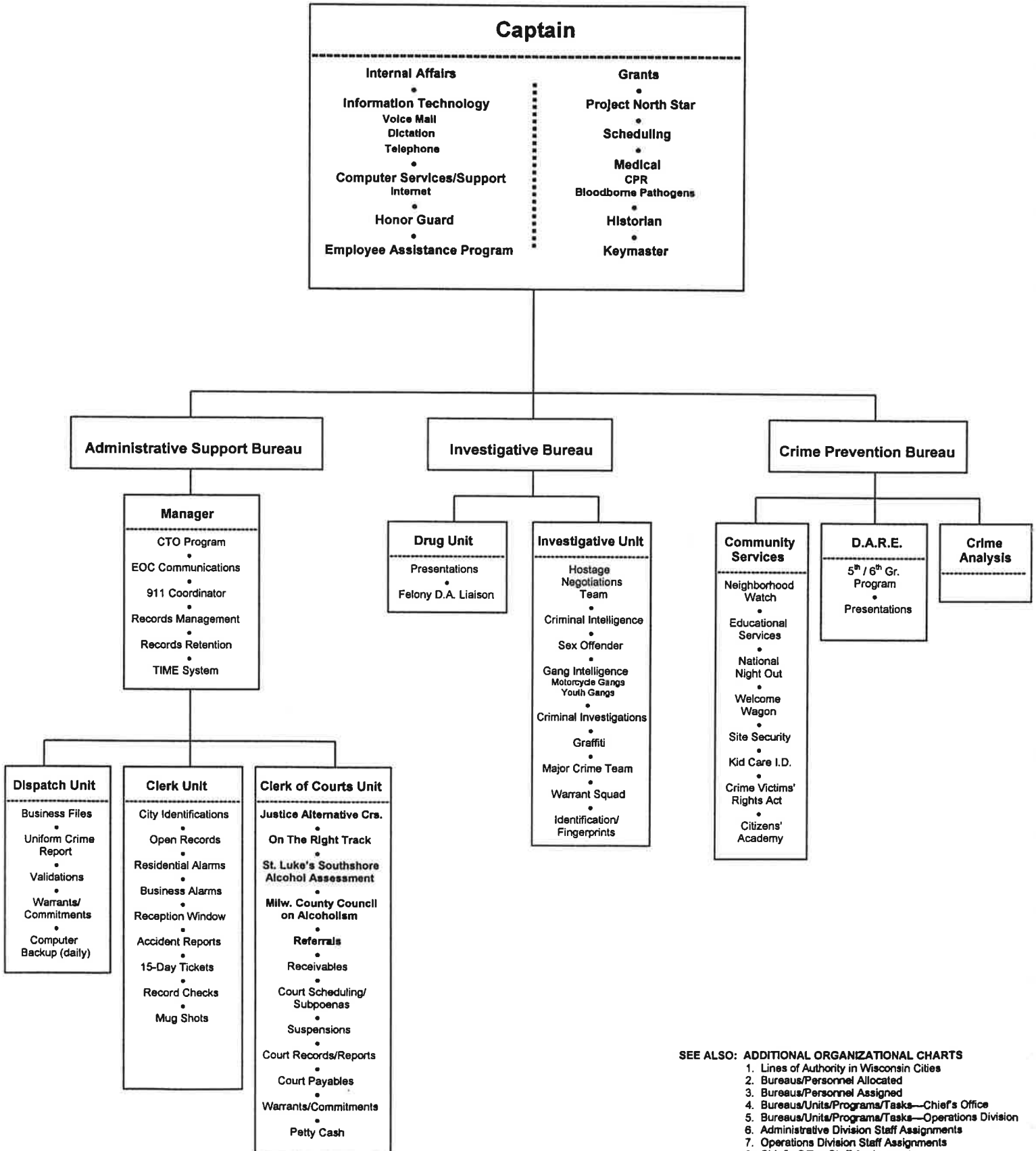


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 6. Administrative Division Staff Assignments
 7. Operations Division Staff Assignments
 8. Chief's Office Staff Assignments

Oak Creek Police Department Organizational Chart

ADMINISTRATIVE DIVISION

Bureaus/Units/Programs/Tasks



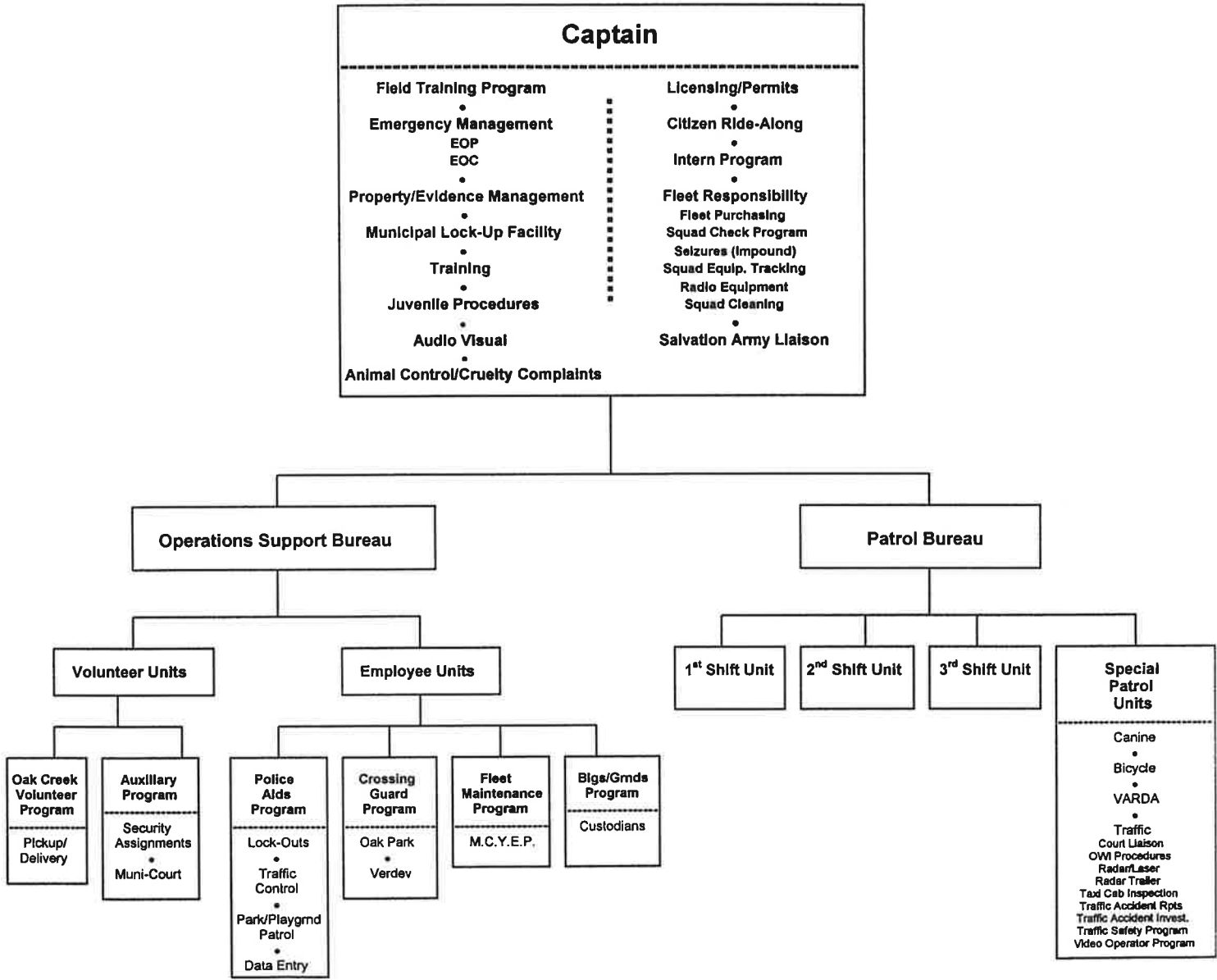
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Oak Creek Police Department Organizational Chart

OPERATIONS DIVISION

Bureaus/Units/Programs/Tasks



- SEE ALSO: ADDITIONAL ORGANIZATIONAL CHARTS**
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 8. Chief's Office Staff Assignments

CHIEF'S OFFICE

Chief Bauer

Revised 03/17/99

Budgeting – Chief Bauer / Captain Endthoff / Captain Wilson

Chaplain Services Unit – Father Doan

Contract Interpretation - Chief Bauer

Emergency Response Unit (#93-1) – Captain Endthoff
Lt. Bolender
Sgt. Edwards, Team Leader

Liability Management – Chief Bauer

Media Relations – Captain Wilson / Captain Endthoff

Personnel – Chief Bauer

- Evaluation Process – Captain Wilson
- Hiring Processes – Captain Endthoff
- Staff Inspections – Captain Wilson
 - ◆ Policy Testing – Lt. Hermann
 - ◆ Evidence Audit – Chief Bauer
 - ◆ Nextel Audit – Sgt. Berglund

Planning and Research – Chief Bauer / Staff / Crime Prevention

- Dept. Goals and Objectives – Chief Bauer / Staff

Policy Development – Chief Bauer

- Policy Review – Lt. Bolender / Sgt. Hammernik
- Accreditation – Lt. Bolender

Secretary Unit – Sec. Ventela

- Accounts Payable
- Annual Reports
- Inventory
- Payroll
- Personnel Records
- Purchasing
- Voice Mail

ADMINISTRATIVE DIVISION

Captain Endthoff

Revised 03/17/99

Administrative Support Bureau – Manager JoAnn Stencel

- 911 Coordinator – Mgr. Stencel
- EOC Communications – Mgr. Stencel
- CTO Program – Mgr. Stencel
- Records Management – Mgr. Stencel
 - ◆ UCR – Debbie Paget
- Records Retention (#97-1) – Mgr. Stencel
- TIME System – Mgr. Stencel / Dispatchers
 - ◆ Validations – Dispatcher Liegler

Clerk Unit – Mgr. JoAnn Stencel

- Open Records (#95-6) – Clerk Dlapa

Clerk of Courts Unit – Mgr. JoAnn Stencel

- Municipal Court – Mgr. Stencel
 - ◆ Court Records/Reports – Clerk Wood
- Receivables – Clerk Wood

Honor Guard - Captain Endthoff / Lt. Bolender

Community Services Unit

- Citizens' Academy – Lt. Artka
- Crime Victims' Rights Act – Lt. Bolender

Computer Services/Support - Captain Endthoff / Mgr. Stencel / Enforcer Technology

- Internet – Captain Endthoff

Crime Prevention Bureau – Captain Endthoff / Crime Prevention Officer

D.A.R.E. Unit – Sgt. Edwards

Dispatch Unit – Mgr. JoAnn Stencel

- Business Files – Mgr. Stencel

Drug Enforcement Unit (D.E.U.) – Sgt. Edwards / Det. Antreassian

- Felony D.A. Liaison – Officer Murphy

Employee Assistance Program – Clerk Wiza

Grants – Captain Endthoff

Historian – Retired Lt. Jim Lampe

Information Technology – Captain Endthoff

- Voice Mail
- Dictation
- Telephones

Internal Affairs (#92-5, #94-2, #95-2, #95-3) - Captain Endthoff

Investigative Unit – Captain Endthoff

- Criminal Intelligence – Captain Endthoff
- Criminal Investigations (#94-4) – Captain Endthoff
- Gang Intelligence – Captain Endthoff
 - ◆ Motorcycle Gangs – Det. Antreassian / Officer Mendola / Officer Bateman
 - ◆ Youth Gangs – Officer Murphy
- Graffiti – Officer Murphy / Dick Picard
- Hostage Negotiations Team – Captain Endthoff / Sgt. Hammernik
- Identification / Fingerprints – Captain Endthoff / Officer Michalski
- Major Crime Team – Captain Endthoff
- Sex Offender Registration Program (#97-3) – Captain Endthoff
- Warrant Squad – Captain Endthoff / Officer Knitter / Officer Murphy

Keymaster - Captain Endthoff

Medical -

- Bloodborne Pathogens (#93-3) – Sgt. Berglund
- CPR – Sgt. Berglund

Project North Star - Captain Endthoff

Scheduling - Captain Endthoff / Mgr. Stencil

OPERATIONS DIVISION

Captain Wilson

Revised 03/17/99

Audio/Visual -

- Digital camera – Captain Endthoff
- 35mm cameras – Officer Siettmann
- Camcorder – Officer Siettmann
- Major Crime Team Photographic Needs – Officer Murphy

Animal Control/Cruelty Complaints – Sgt. Mitchell

Buildings & Grounds Program

- Custodians – Captain Wilson (Note: Larry Gray will report to Lt. Artka)

Citizen Ride-Along (#92-6) – Sgt. Mitchell

Crossing Guards Program - Captain Wilson

Emergency Management - Captain Wilson / Sgt. Berglund

- EOP
- EOC

Fleet Maintenance Program

- M.C.Y.E.P. – Captain Wilson

Fleet Responsibilities

- Evidence Van – Officer Antisdell
- Fleet Purchasing/Maintenance – Captain Wilson
- Squad Check Program – Sgt. Hammernik
 - ◆ Command Post Mnt. Check – Officer Abel
- Squad Cleaning – Lt. Hermann
- Squad Equipment Tracking – Sgt. Mitchell
 - ◆ Squad #7 Equipment – Sgt. Berglund
- Seizures (Impound) – Lt. Hermann
- Radio Equipment – Captain Wilson/Lt. Artka

FTO Program – Lt. Hermann

Intern Program – Lt. Artka

Juvenile Procedures – Sgt. Mitchell

- School Liaison – Sgt. Mitchell

Licensing/Permits - Lt. Artka

Municipal Lock-Up Facility (#91-4) - Sgt. Mitchell

Patrol Bureau - Captain Wilson

Police Aid Program – Lt. Artka

Property/Evidence Management (#91-1) – Sgt. Anderson
Jim Antisdell, Property Officer
Dean Kleinhans, Property Officer

*Day shift supervisors will have keys to the 30-day property locker.

Salvation Army Liaison – Captain Wilson

Special Patrol Unit

- Bike Patrol (#95-8) - Lt. Artka
Kelly Winegarden

- Canine (#92-11) – Lt. Hermann
- VARDA – Sgt. Anderson / Officer Michalski / Officer Baranek
- Traffic – Lt. Lt. Artka will attend monthly Traffic & Safety meetings (w/Sgt. Berglund as an alternate),
check traffic citations & oversee the following:
 - ◆ Court Liaison – John Finco
 - ◆ OWI Procedures – Steve Gallagher
 - ◆ Radar & Laser – Bill Bauer
 - ◆ Radar Trailer – Sgt. Hammernik
 - ◆ Taxi Cab Inspection – Bill Bauer
 - ◆ Traffic Accident Reports (MV4000) – Sgt. Mitchell
 - ◆ Traffic Investigations – Steve Gallagher
 - ◆ Traffic & Safety Program – Kelly Winegarden
 - ◆ Video Operator Program – John Finco

Training - Captain Wilson

Volunteer Unit – Captain Wilson

- Auxiliary Program – Sgt. Anderson
- Oak Creek Volunteer Program – Captain Wilson

Department Personnel

As of January 1, 1999

Command Staff

Title	Name	Date of Hire	Date of Rank
Chief of Police	Thomas P. Bauer	09-26-77	06-09-97
Captain of Operations	William W. Wilson	09-26-77	04-28-96
Captain of Administration	Warren N. Endthoff	04-01-80	06-09-97

Investigative Division

Title	Name	Date of Hire	Date of Rank
Detective	John E. Siarkiewicz	07-16-69	08-01-82
Detective	Andre S. Antreassian	11-28-88	04-01-98
Detective	Ronald G. Schmidt	06-29-78	06-12-98

Patrol Division

Title	Name	Date of Hire	Date of Rank
Lieutenant	Daniel S. Hermann	08-02-82	04-01-97
Lieutenant	George M. Artka	10-09-78	06-09-97
Lieutenant	Michael R. Bolender	04-08-91	04-01-98
Sergeant	Patrick L. Mitchell	08-02-82	06-14-92
Sergeant	Patrick A. Hammernik	03-25-85	03-24-97
Sergeant	John O. Edwards	03-25-85	03-24-97
Sergeant	Michael J. Berglund	01-27-92	06-19-97
Sergeant-Acting	Steven J. Anderson	07-22-91	10-14-97

Title	Name	Date of Hire
Police Officer	Michael L. Willan	07-22-74
Police Officer	William M. Bauer	09-26-77
Police Officer	James A. Liegler	07-03-78
Police Officer	Savan N. Lenda	02-11-80
Police Officer	Daniel C. Siettmann	03-26-84
Police Officer	James G. Antisdal	03-25-85
Police Officer	James A. Dailey	11-28-88
Police Officer	Rocky Bauer	02-12-89
Police Officer	Ann E. Golombowski	02-27-89
Police Officer	Brian J. Murphy	04-15-91
Police Officer	Scott J. Jurk	05-06-91
Police Officer	Julie M. Grauberger	07-22-91

Department Personnel

Patrol Division

Title	Name	Date of Hire
Police Officer	Kelly R. Winegarden	07-22-91
Police Officer	John H. Finco	08-03-92
Police Officer	Steven M. Gallagher	01-04-93
Police Officer	Ronald P. Piojda	01-18-93
Police Officer	Randall A. Knitter	05-23-94
Police Officer	Steven M. York	08-14-95
Police Officer	Joel H. Bateman	08-21-95
Police Officer	Anthony G. Micele	08-28-95
Police Officer	Derrick J. Slamka	01-15-96
Police Officer	Brett A. Mendola	01-15-96
Police Officer	Dean R. Kleinhans	04-08-96
Police Officer	David S. Ashenhurst	12-02-96
Police Officer	Robert A. Carter	05-27-97
Police Officer	Robert Michalski	07-14-97
Police Officer	Todd R. Abel	12-29-97
Police Officer	Jason Baranek	04-01-98
Police Officer	Paul J. Hernon	06-01-98

Clerical Staff

Title	Name	Date of Hire
Manager	JoAnn M. Stencel	*05-06-91
Staff Secretary	Susanne M. Ventela	07-14-97
Clerk of Courts	Kathleen M. Wood	04-07-80
Clerk/Matron	Vicki L. Siarkiewicz	04-07-80
Clerk/Matron	Diana L. Wiza	05-06-91
Clerk/Matron	Peggy J. Dlapa	06-16-98

**JoAnn M. Stencel was promoted to Manager of Administrative Bureau on 04-01-98*

Emergency Services Dispatchers

Title	Name	Date of Hire
Dispatcher	Roxanne L. Liegler	01-27-92
Dispatcher	Deborah A. Paget	04-11-94
Dispatcher	Doreen M. Corrigan	04-11-94
Dispatcher	Catherine S. Tietz	10-06-97
Dispatcher	Kerri L. Herman	06-30-98

Emergency Services Dispatchers

Title	Name	Date of Hire
Dispatcher	Danielle L. Danek	06-30-98
Dispatcher	Michelle L. Ekes	08-10-98

Department Personnel Actions – 1998

Promotions

Michael R. Bolender (Lt.)..... 04-01-98
Andre S. Antreassian (Det.) 04-01-98
Ronald G. Schmidt (Det) 04-01-98
JoAnn M. Stencil (Admin Mgr.) 04-01-98

Retirements

P.O. James E. Scholtz 01-21-98
P.O. John H. Legwinski 05-06-98
Detective Joseph C. Galewski..... 05-29-98
P.O. Daniel R. Daily 08-05-98

Resignations

Machelle M. Ketterhagen (Dispatcher) 02-27-98
Kim M. Geric (Dispatcher) 06-28-98
Sean T. Mars (Police Officer) 10-03-98

Terminations

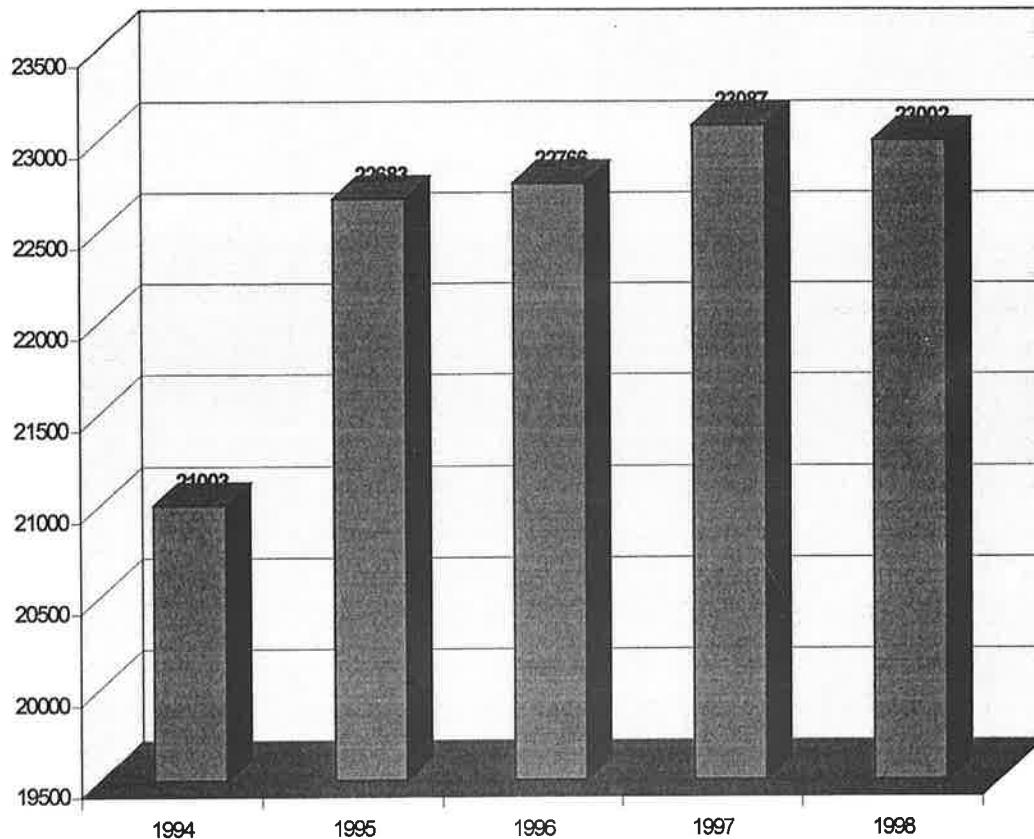
None

New Hires

Jason Baranak 04-01-98
Paul J. Herson 06-01-98
Kerri L. Herman 06-03-98
Peggy J. Dlapa 06-16-98
Danielle L. Danek 06-30-98
Michelle L. Ekes 08-10-98

Work Load Measures

Calls for Service 5 – Year Scan

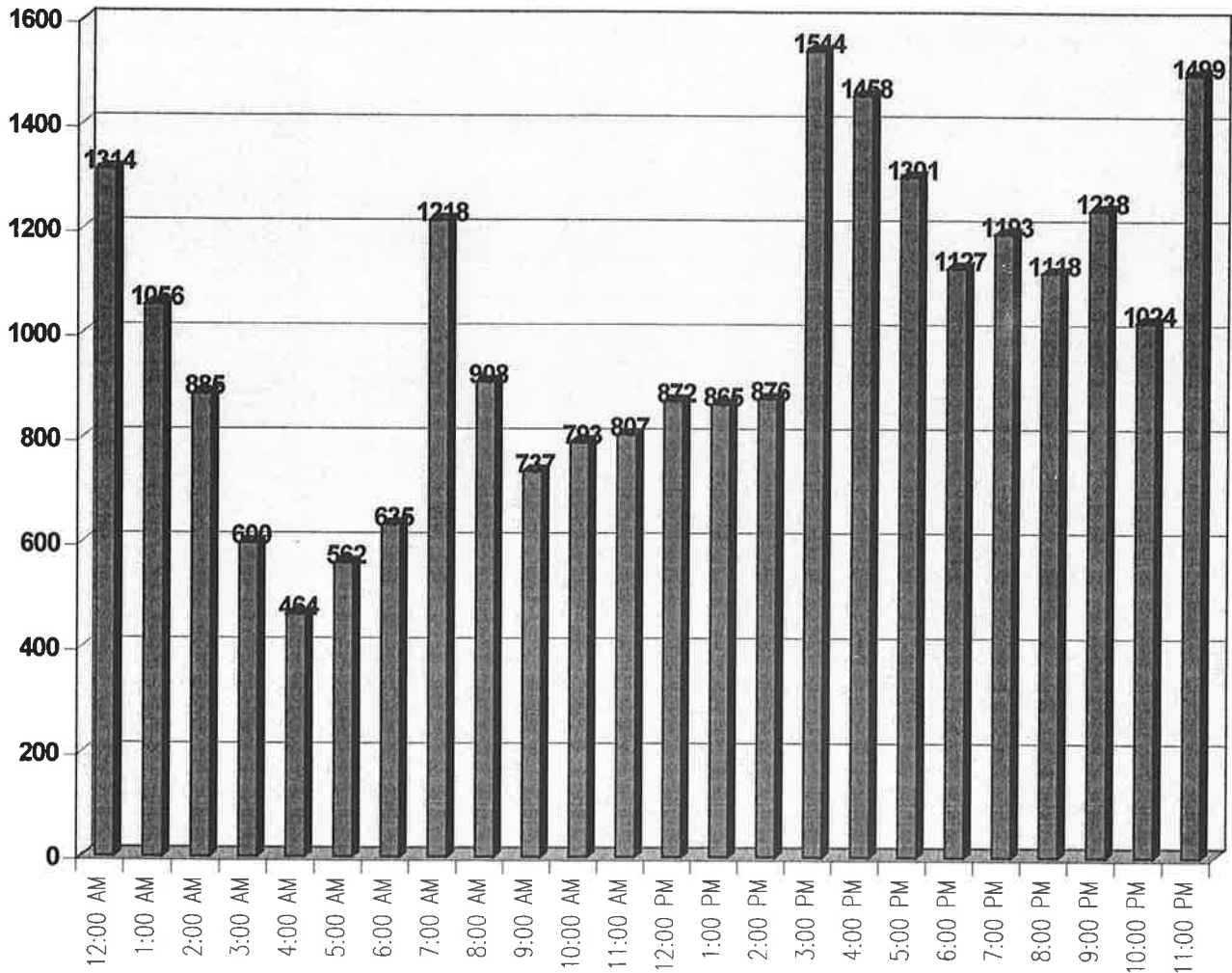


Notes

- Calls for service include request for assistance made by the community's residents in which a police officer responds, as well as some other officer-generated activities such as traffic stops. Calls for service do not include business visits, meal breaks or building checks.
- Calls for service decreased by 85 from 1997 to 1998. There is not one particular call type that grew, or was reduced disproportionately during that time period.
- As in 1997, traffic stops were the single largest call type in 1998. This call type includes traffic citations and written warnings.

Work Load Measures

Calls for Service By Hour of Day 1998

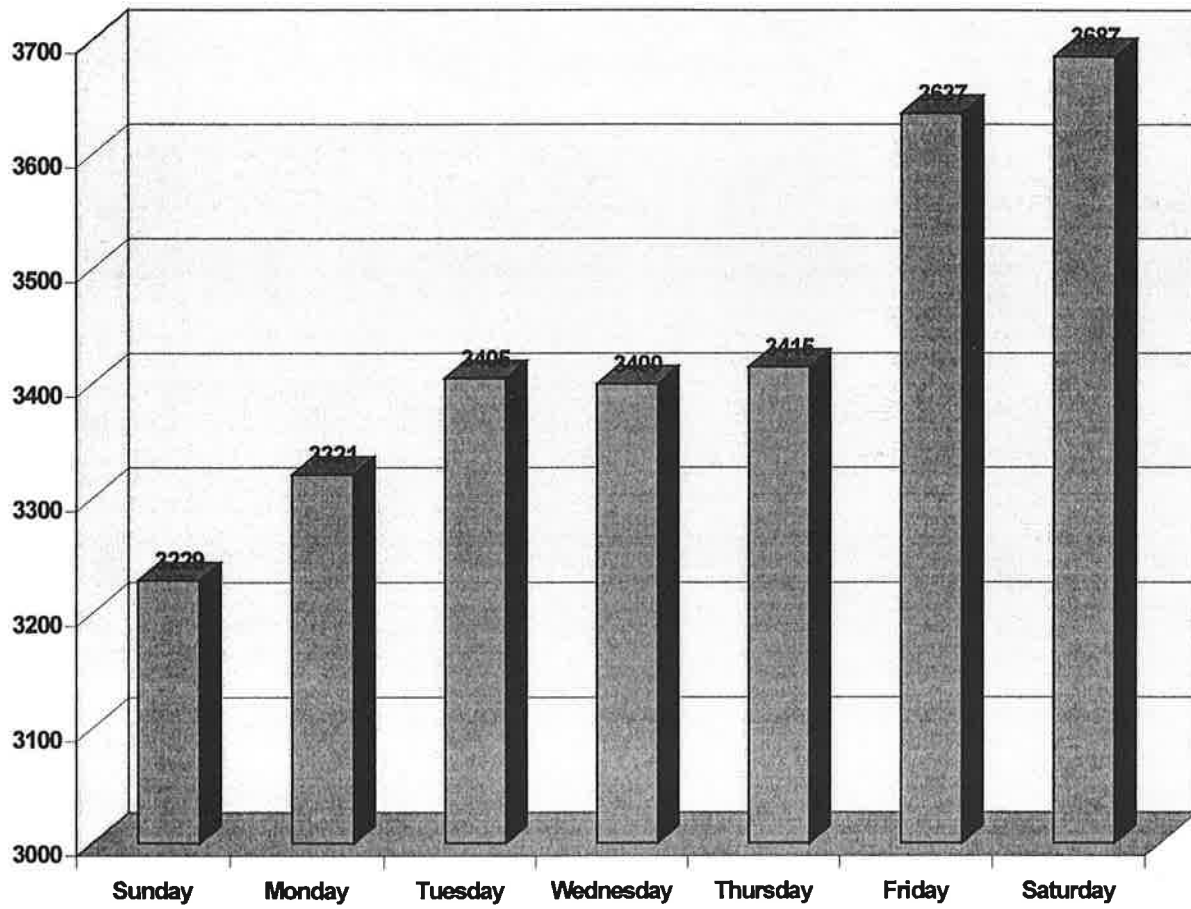


Notes

- The highest arrest activity during a 24 hour period corresponds with the highest calls for service activity during a 24 hour period.
- The busiest times for arrests are 3:00pm and 11:00pm, during the first two hours of the second shift and the first two hours of third shift patrol. These hours of high activity have been consistent the last several years.

Work Load Measures

Calls for Service By Day of Week

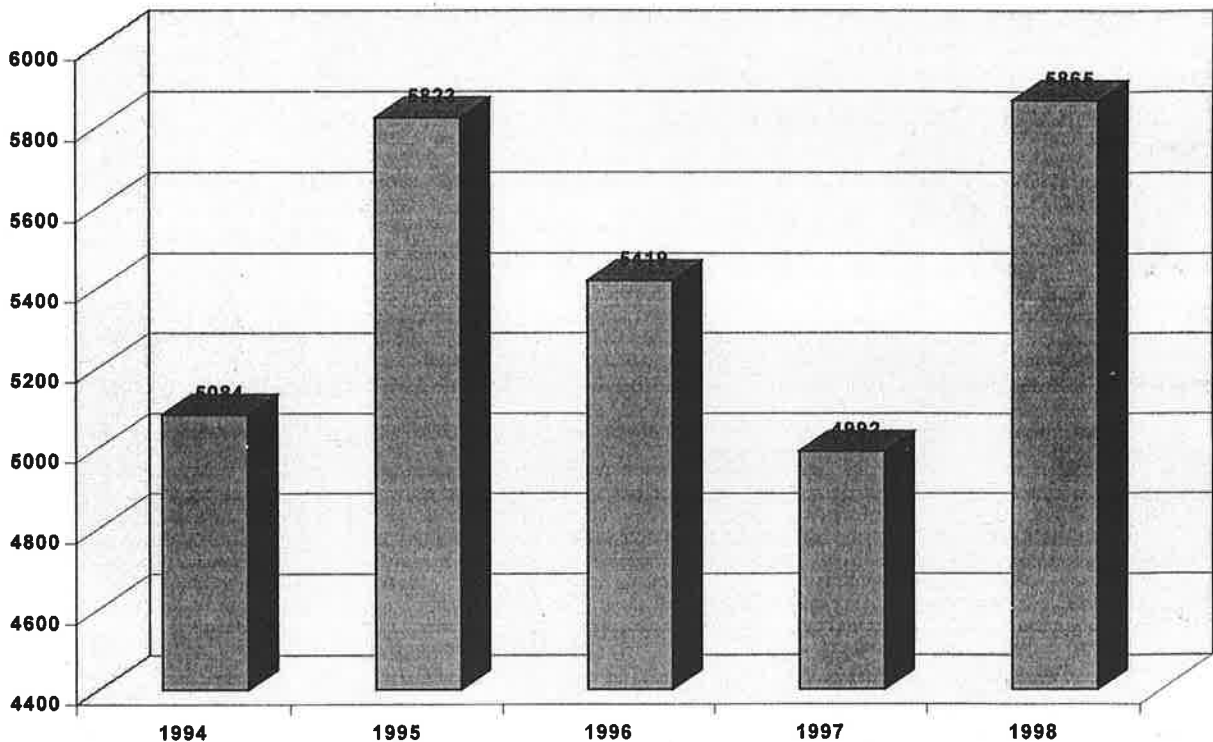


Notes

- Generally, calls for service are highest on weekends. There are a greater number of residents home during the weekends, there is a large group of transients in the city (hotels, truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses.

Work Load Measures

Arrest Totals 5 - Year Scan



Top Five Arrest Categories

#1	Speeding (814)
#2	Moving Violations (763)
#3	Vehicle Registration (644)
#4	*Driving Under The Influence (350)
#5	Open Warrant Pickups (331)

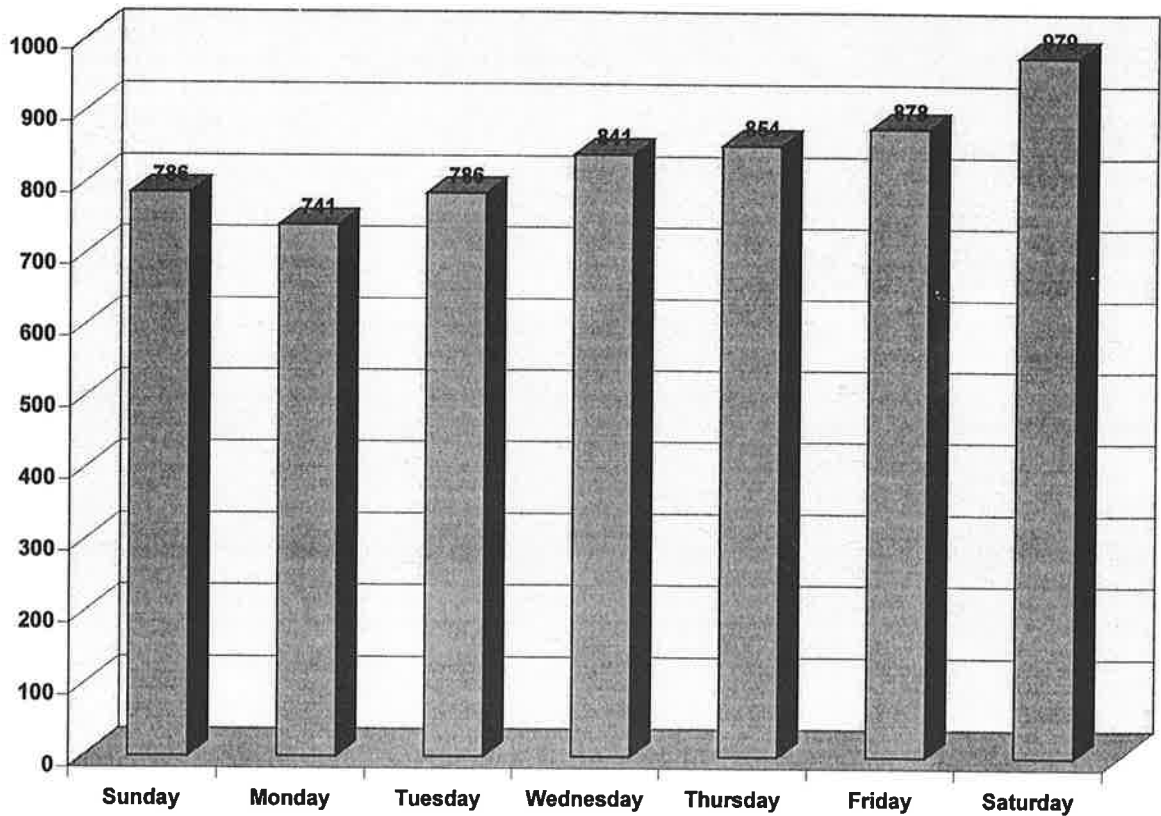
**Includes Prohibited B.A.C. citation*

Notes

- Arrests include all municipal offenses, traffic offenses and state arrests (Misdemeanors and Felonies). Parking citations are not included in the reported arrest totals.
- In 1998 traffic arrests accounted for approximately 55% of all arrests made. Contributing to the increase of traffic arrests was the implementation of "Traffic Enforcement Areas" and "No Roll Call" days, which has resulted in an increased police presence on the road during shift change.
- 1996 was the last year the department participated in state administered traffic enforcement grants such as Safe and Sober and C.A.R.E.

Work Load Measures

Arrests by Day of Week 1998



Notes

- Generally, arrests are highest on weekends. There are a greater number of residents home during the weekends, there is a large group of transients in the city (hotels, truckstops, etc.) and there is often an increase in the frequency of alcohol related offenses.
- There is a general correlation between high days for calls for service and high days for arrest totals.
- This trend is consistent for the last several years

Conviction Performance

State Charge Convictions 1997-1998

Disposition	State Charges 97'	State Charges 98'
Total Cases	255	288
Guilty	70	35
Stipulated	0	0
Dismissed	82	47
Not Guilty	0	0
No Finding	96	148
Withdrawn	7	58
Conviction Percentage	46%	42%

Disposition	Domestic Violence 97'	Domestic Violence 98'
Total Cases	58	90
Guilty	7	9
Stipulated	0	0
Dismissed	33	37
Not Guilty	0	0
No Finding	18	20
Withdrawn	0	24
Conviction Percentage	17.5%	19%

Notes

- Cases with "No Finding" have no final disposition and have not been included in the computation of Conviction Percentage. This number will be affected by how often an officer is assigned to follow up on cases that the disposition has yet to have been recorded. Officers assigned to light duty usually perform this duty. In 1999, Police Aides may be responsible for this task.
- Conviction Percentage is computed by dividing the number of cases in which the offender stipulated or was found guilty by the total number of cases minus those that were still pending or withdrawn.
- In 1998, cases that were "No Processed" by the Milwaukee District Attorney's Office were placed into the "Withdrawn" category. In previous years, those specific cases were placed in the "Dismissed" category. It was felt that this classification was more accurate.

*** State arrests are reviewed by the Milwaukee County District Attorney's Office. Many of the cases presented to the DA are dismissed without process. The percentage of such cases dismissed by the DA in cases presented by the Oak Creek Police Department is consistent with other jurisdictions in Milwaukee County.**

Conviction Performance

Juvenile Municipal Ordinance Convictions 1997-1998

Disposition	Juvenile Ordinance 97'	Juvenile Ordinance 98'
Total Cases	301	350
Guilty	206	220
Stipulated	31	26
Dismissed	52	51
Not Guilty	0	1
No Finding	12	52
Withdrawn	0	0
Conviction Percentage	82%	82%

Notes

- Many 1st time juvenile ordinance offenders are offered the opportunity to enroll in special programs, such as an alcohol assessment program for first time alcohol violation offenders, in lieu of prosecution.
- Dismissal totals include cases dismissed for successful completion of a 1st offender program.
- Conviction percentage is computed by dividing the number of guilty findings and stipulated cases by the total # of cases minus those cases with no final disposition or withdrawn.
- As is the case with adult ordinance offenders as well, many of the dismissals are the result of cases held open in which the offender committed no further violations.

Conviction Performance

Adult Municipal Ordinance Convictions 1997-1998

Disposition	Adult Ordinance 97'	Adult Ordinance 98'
Total Cases	744	1044
Guilty	545	651
Stipulated	82	153
Dismissed	66	85
Not Guilty	0	0
No Finding	51	152
Withdrawn	0	3
Conviction Percentage	90%	90%

Notes

- Cases with "No Finding" have no final disposition and have not been included in the computation of Conviction Percentages. The increase in this category in 1998 from 1997 is due to 300 more total cases in 1998, and the amount of cases which are not disposed of because of being held open or pended. If a case is not disposed of for these reasons, it is put into this category.
- Over 50% of all Municipal Court dismissals in 1998 were the result of cases which were held open for a specific time period in which offender had no further violations. This percentage is fairly consistent from year to year.
- The Oak Creek Clerk of Courts reports that in 1997 and 1998, no municipal ordinance cases have been found "Not Guilty" by Oak Creek Municipal Judge Grahovac.

Use of Force Statistics

1997 and 1998 Totals

Total Arrest 1997	Total incidents in which Use of Force was reported	Total Arrest 1998	Total incidents in which Use of Force was reported
4992	*12	5865	27

*The department began using it's "Use of Force" reporting form July 1, 1997

- Nationwide, less than 1% of all contacts (arrests and other miscellaneous contacts) result in the use of force by Police Officers. The percentage of contacts resulting in the use of force for Oak Creek is about 1/10 of 1% for 1998

Types of Force Utilized 1997-1998

Total incidents in which force was used	Empty Hand Control Measures (A)	Intermediate Weapons (B)	Firearm Drawn (C)	Deadly Force (D)
1997 - *12	12	0	**0	0
1998 - 27	15	0	***12	0

*Reflects # of incidents reported from July 1, 1997.

**Was not a reported category in 1997.

***Officers are trained to draw their firearm under many different circumstances, such as: High risk "Felony" traffic stops or when dealing with a person who is suspected to be armed with a weapon.

Effectiveness of Force Applications 1997-1998

Total Incidents in which Force was Used	Subject Suffered Minor Injuries	Subject Suffered Serious injuries	Subject Required Medical Attention	Subject Suffered Loss of Life	Officer Suffered Minor injuries	Officer Suffered Serious Injuries
1997 - 12	4	0	0	0	0	0
1998 - 27	5	0	2	0	6	0

Notes

- (A) Empty Hand Control Measures include compliance holds and other passive countermeasures as well as active counter measures which include physical strikes to certain places in the subjects body as prescribed by Wisconsin Defense and Arrest Tactics (D.A.A.T) standards. Use of Oleoresin Capsicum ("Pepper Spray") is also included in this category.
- (B) Intermediate Weapons include the use of the baton.
- (C) Firearm Drawn is a new category added to Use of Force Statistics. The department started to document this event in 1998.
- (D) Deadly Force is normally the use of a firearm, but can include certain strikes as defined by Wisconsin DAAT standards.

Crime Statistics

OFFENSE CATEGORY	1996	1997	1998
VIOLENT CRIME	22	14	28
Homicide	1	0	4
Forcible Rape	3	2	10
Robbery	10	5	6
Other Assaults	*103	*95	*124
Aggravated Assault	8	7	8
PROPERTY CRIME	776	862	870
Burglary	69	86	104
Theft	650	716	706
Motor Vehicle Theft	48	53	57
Arson	9	7	3
TOTAL CRIME	914	985	1032

*Not Aggravated

Clearance Rates

	Violent Crime	Property Crime
1996	68%	31%
1997	57%	23%
1998	80%	29%

Notes

- Total incidents are based on Uniform Crime Reports which is a crime measure utilized by police agencies across the country and can be found in the State of Wisconsin's Office of Justice Assistance Annual Crime and Arrest report.
- In 1998, the clearance percentage (percentage of incidents which are solved) for Violent Offenses was 80.7%. For Property Offenses, the clearance percentage was 29%. The state average clearance percentages are 58.4% for violent offenses and 25.5% for property offenses.
- In the state of Wisconsin, a property crime takes place once every 2 minutes and 50 seconds. In Oak Creek there are 1.9 property crimes per day, less than 1 every 12 hours.
- The trend of increased total amount of burglaries continued in 1998. Again, business burglaries were on the rise. The large amount of new construction in Oak Creek contributed to many incidents of contractor tool theft from construction Sites.

Uniform Crime Reporting Comparison

Total Index Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Population	24,975	21,363	18,864	26,591	29,259
Total Index Crimes 1997	876	851	785	637	787
Total Index Crimes 1998	891	697	667	649	652

Violent Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Total Violent Crimes 1997	14	22	41	21	15
Total Violent Crimes 1998	28	31	32	14	18
Homicide 1997	0	0	0	0	1
Homicide 1998	4	1	0	0	2
Forcible Rape 1997	2	1	5	4	1
Forcible Rape 1998	10	4	4	4	1
Robbery 1997	5	8	12	6	5
Robbery 1998	6	10	6	3	6
Aggravated Assault 1997	7	13	24	11	8
Aggravated Assault 1998	8	16	22	12	9

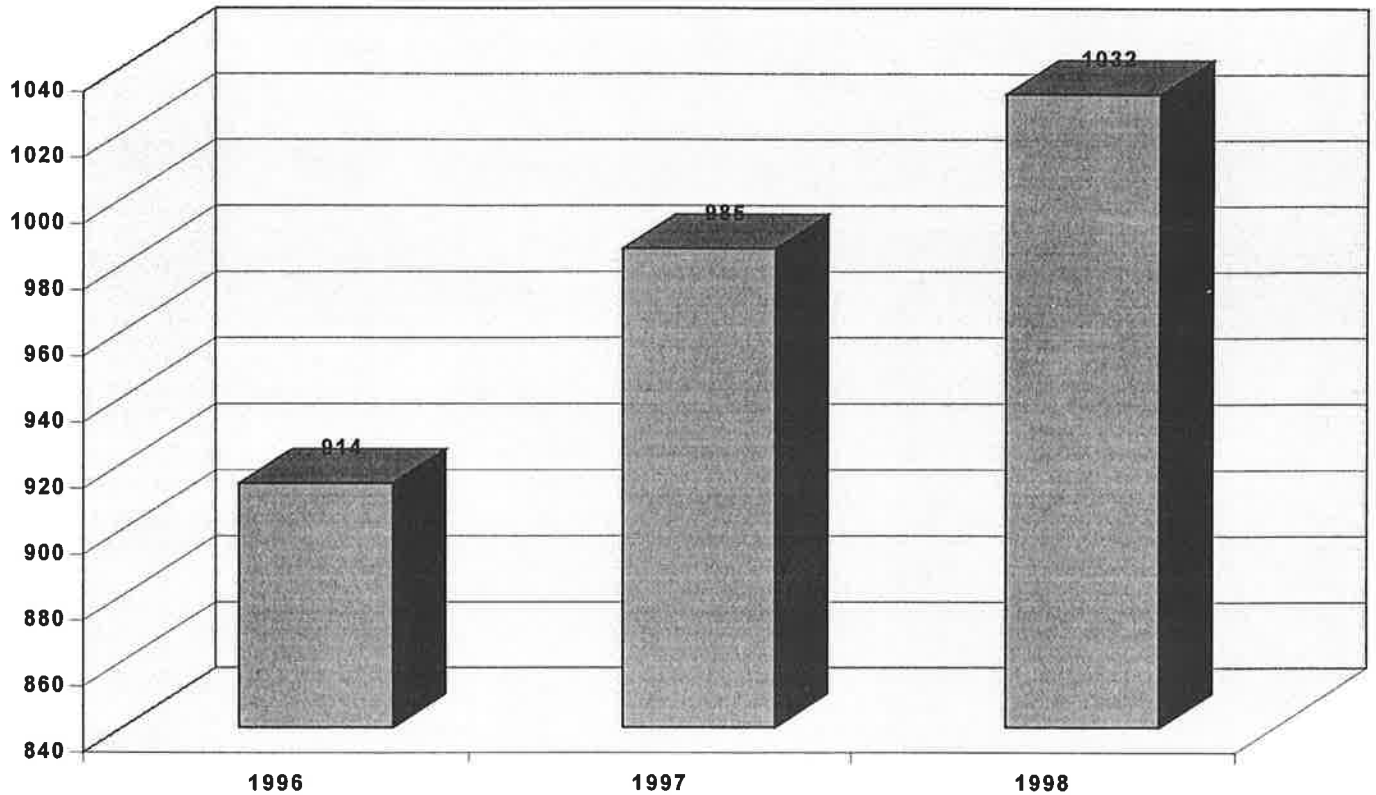
Uniform Crime Reporting Comparison

Property Offenses Comparison

	Oak Creek	South Milwaukee	Cudahy	Franklin	Menomonee Falls
Total Property crimes 1997	862	829	744	616	772
Total Property Crimes 1998	870	694	635	582	634
Burglary 1997	86	139	104	114	134
Burglary 1998	104	153	129	108	112
Theft 1997	716	631	547	454	585
Theft 1998	706	485	466	439	489
MV Theft 1997	53	54	74	41	51
MV Theft 1998	58	45	36	34	30
Arson 1997	7	5	19	7	2
Arson 1998	3	11	4	1	3

Crime Trends

Total Crime Trend 1996-1998

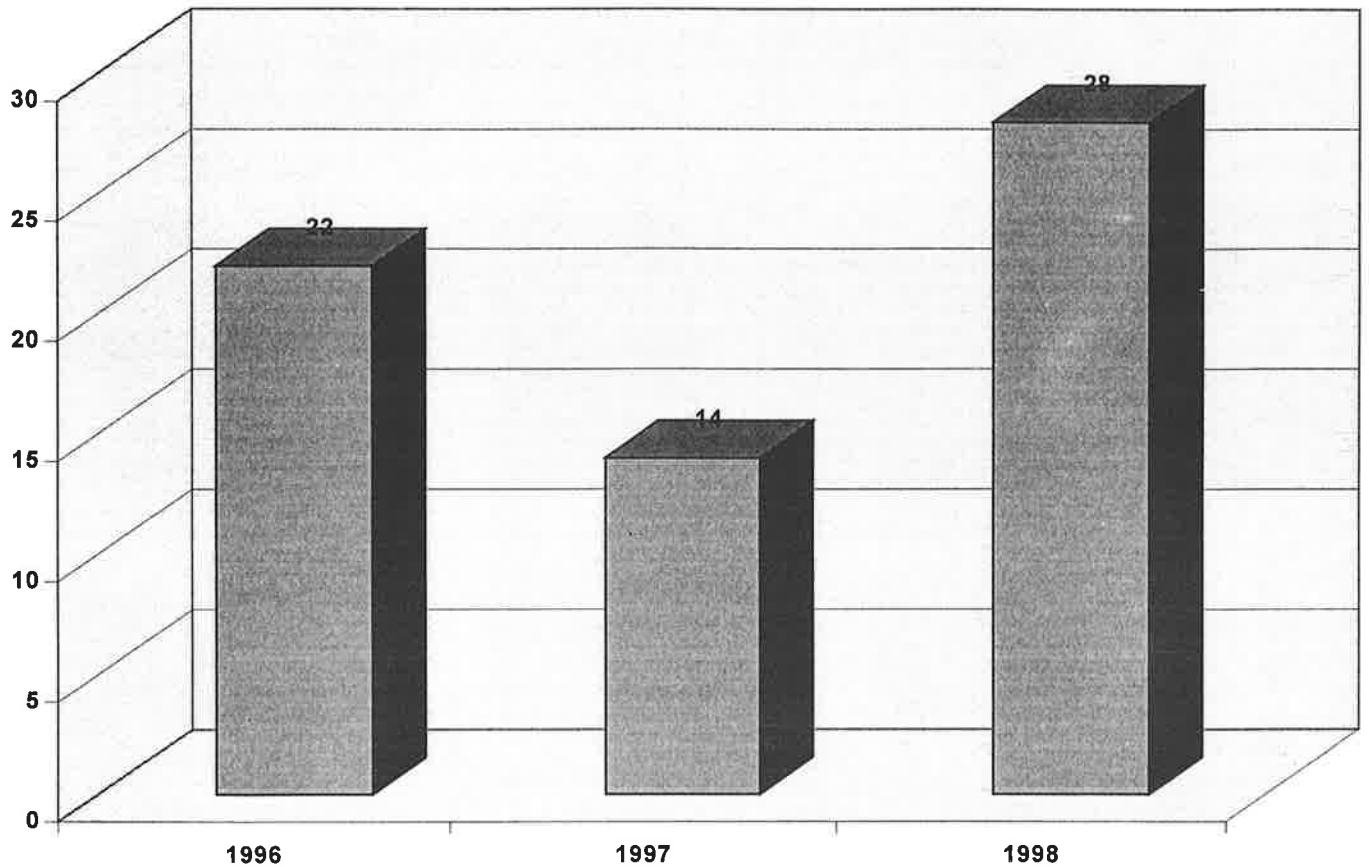


Notes

- Index Crimes include Criminal Homicide, Forcible Rape, Robbery, Assault, Burglary, Larceny-Theft, Motor Vehicle Theft, and Arson.
- Overall, Index crimes increased by 53 incidents from 1997 to 1998. As the community grows in size, this number will increase accordingly.

Crime Statistics

Violent Crime Trend 1996-1998

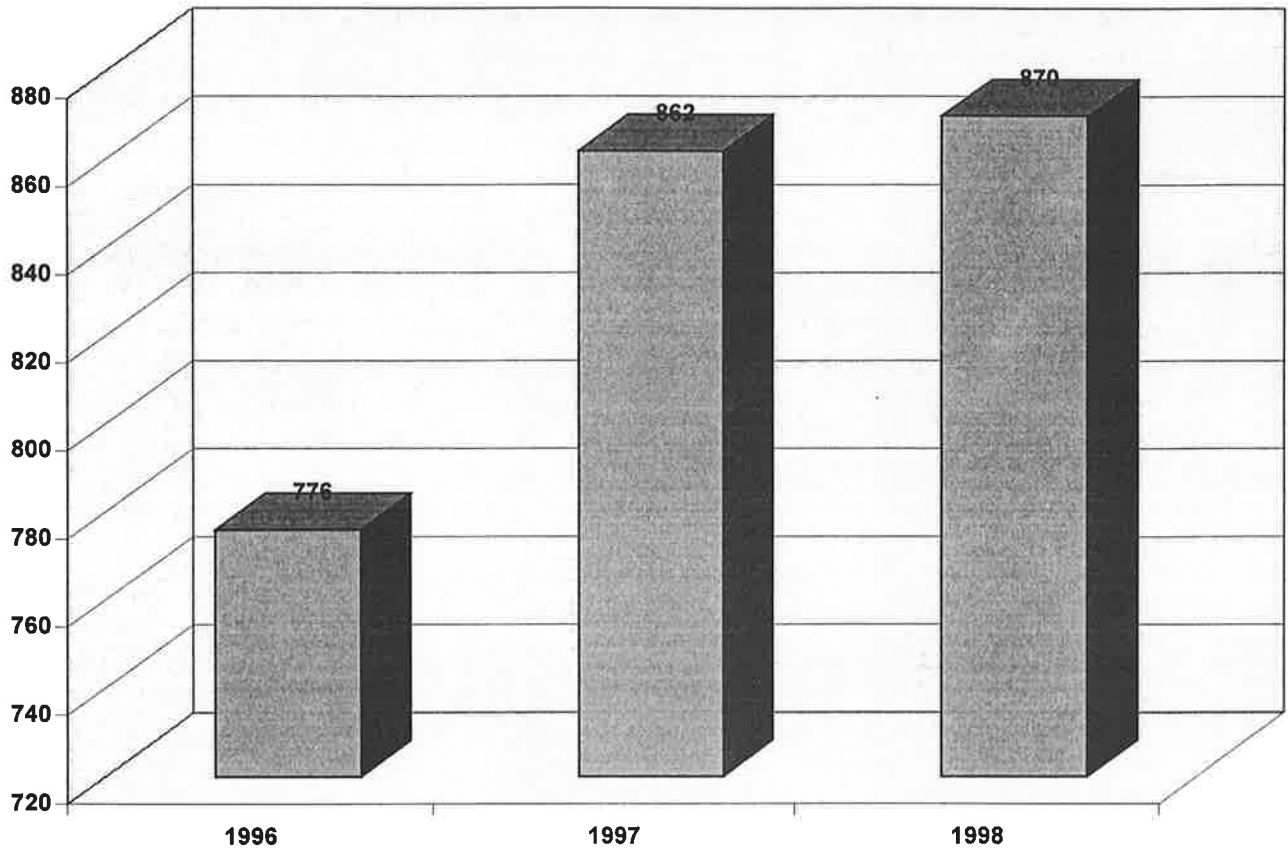


Notes

- 1998 had a 46% increase in Violent Crime incidents from 1997. The most substantial increase was in the category of Forcible Rapes, which increased from two incidents to ten. These incidents were not related in any way, and 9 of the cases have been cleared by arrest.

Crime Trends

Property Crime Trends 1996-1998



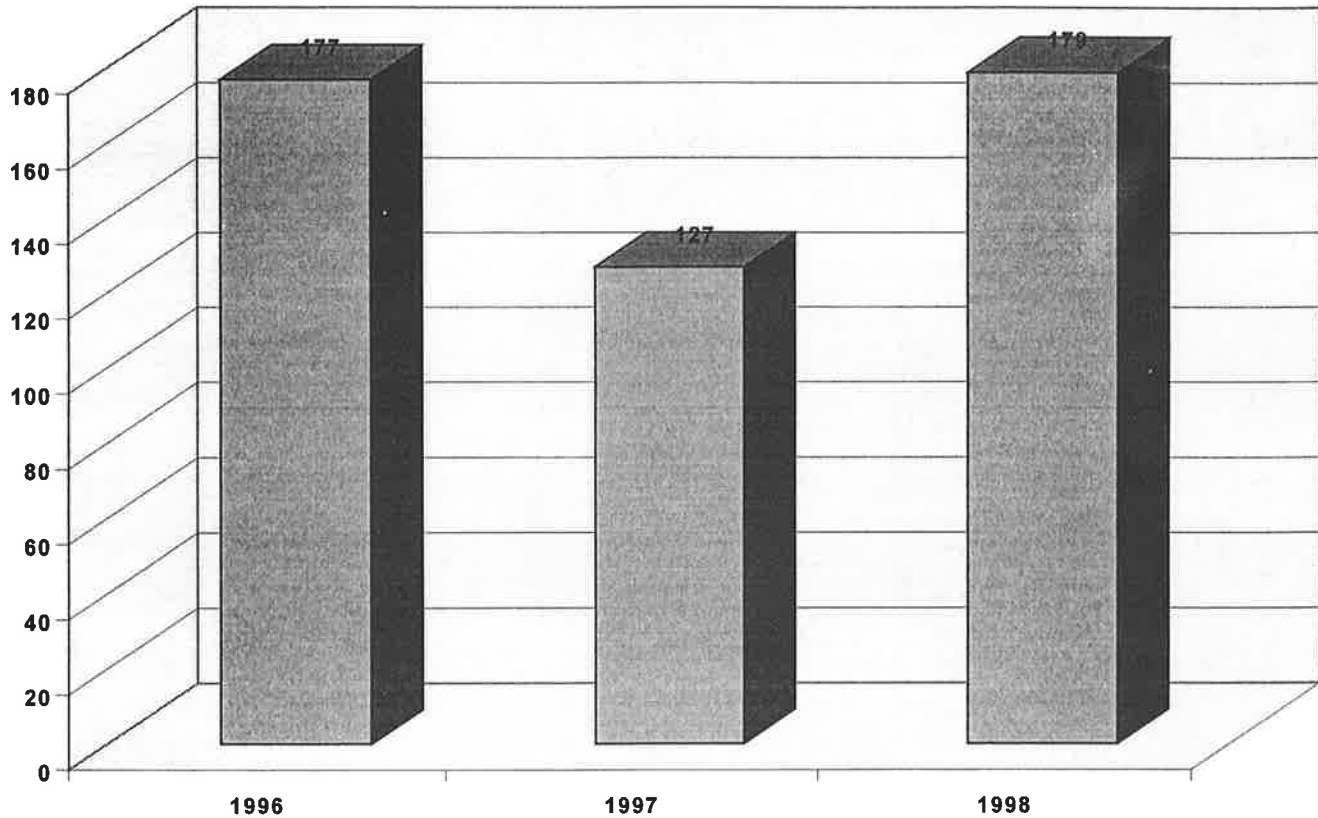
Notes

- Overall, in 1998 there was a slight increase in total property crimes. There were ten fewer thefts and four fewer arsons in 1998 than in 1997. Burglaries increased by eighteen, and motor vehicle thefts increased by four.
- The trend of increased burglaries during the holiday season has continued through 1998. Also, an increased amount of thefts from construction sites has continued. Suburban communities throughout southeastern Wisconsin have also experienced an overall increase in Property Crimes in 1997-1998.

Drunk Driving Statistics

Reported Drunk Driving Offenses 3 Year Scan

	1996	1997	1998
OMVWI	177	127	179



Notes

- These arrest numbers **do not** reflect conviction data. Many cases are still involved in litigation or the final disposition has not yet been recorded. In 1999, Police Aids will be required to research court records and record dispositions in a more timely manner. Historically, the Oak Creek Police Department has a conviction rate of 96% or higher in all O.W.I. cases.

1998 BUDGET SPENDING TRENDS

In 1998 the Oak Creek Police Department was not as successful as in years past in administering its budget during the fiscal year of 1998. Of total monies allocated, 102% were utilized for a total of \$73,084.00 over the 1998 budget allocation. The following unforeseen and unanticipated expenses affected the overall budget:

- **Overtime** – \$28,000.00 over budget. Lt. Daniel Hermann conducted a review of this line item and found that a substantial amount of funds were spent in the following areas:

3 Homicides	165 hrs
2 bank robberies	78hrs
3 sexual assaults.....	74hrs
Roadway special assignment.....	73hrs
Fatal accident.....	34hrs
Detective selection process.....	74 hrs
Lions Fest.....	93hrs
Citizens Academy.....	50hrs
1998 Department meeting.....	64hrs
Supervisor prep time (per contract).....	*450hrs
Total.....	1155hrs

*approximate

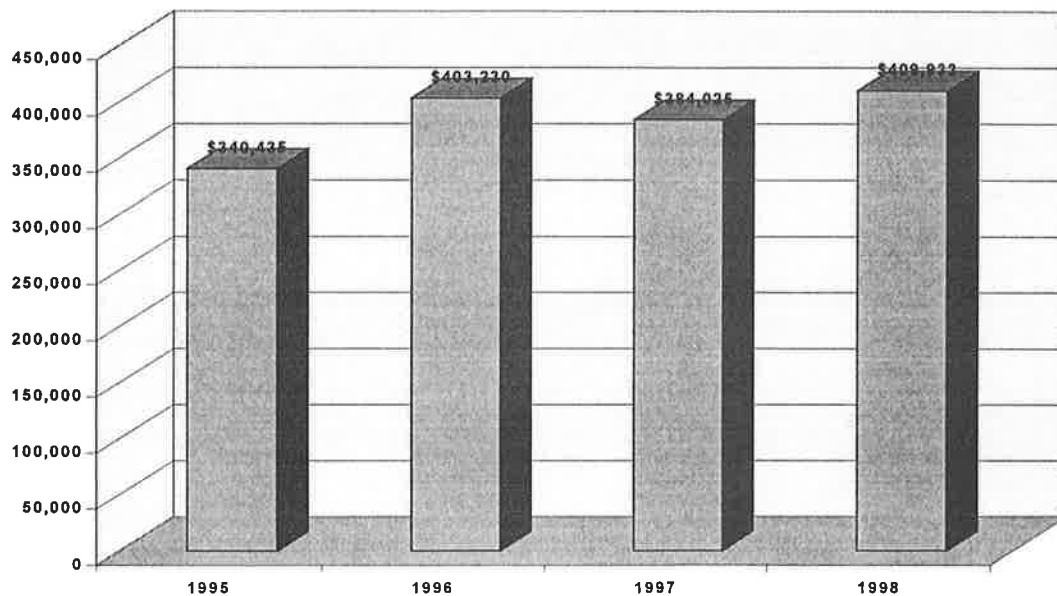
Notes

- **County Prisoner Fees** – \$9000.00 Many subjects faced with large fines opt for time at the House of Corrections rather than pay the fines.
- **Attorney/Legal Fees** – \$4800.00 The amount of funds used for this specific area has declined dramatically from 1997 due to the resolution of several internal matters.
- **Telephone Expenses-** \$6800.00 Change over to Nextel Phones.
- **Department staffing** - In 1998, department staffing was at 92%, compared to 85% in 1997, and 81% in 1996. Therefore, unencumbered wages were not available to offset other line item deficits.

Financial Measures

Fines Collected

Month	1995	1996	1997	1998
January	\$ 33,943	\$33,502	\$30,640	\$32,753
February	\$27,868	\$37,256	\$32,536	\$33,454
March	\$36,859	\$40,124	\$41,623	\$33,291
April	\$27,517	\$30,271	\$45,429	\$35,905
May	\$29,794	\$28,774	\$32,196	\$37,756
June	\$23,851	\$32,739	\$32,100	\$44,189
July	\$19,582	\$41,878	\$32,685	\$33,245
August	\$31,180	\$37,724	\$24,151	\$35,872
September	\$25,519	\$30,403	\$32,608	\$33,559
October	\$30,933	\$34,492	\$31,442	\$30,719
November	\$26,406	\$33,134	\$25,969	\$30,656
December	\$26,983	\$22,933	\$22,646	\$28,534
Total	\$340,435	\$403,230	\$384,025	\$409,933



Notes

- In 1998, fines collected increased by \$25,908. This increase is due to increased crime lab fees and court costs. Also affecting amount of fines collected in 1998 was an increase of municipal ordinance arrests and traffic citations issued.

City of Oak Creek 1999 Annual Budget

Fund / Department	1996 Actual	1997 Actual	1998 Budget	1998 Estimate	1999 Budget
Police - 60					1/8/99 3:06 PM
Direct Employee Costs					
100 Salaries, Full Time	1,827,197	1,968,863	2,347,905	2,204,647	2,591,720
105 Salaries, Part Time	40,419	40,871	37,000	29,521	58,290
110 Salaries, Overtime	100,461	111,762	90,000	146,069	130,000
115 Salaries, Holiday Pay	60,011	60,342	67,000	67,000	70,000
120 Special Pay Allowances	42,573	49,225	52,825	58,225	61,210
129 Non-Worked Paid Time	305,752	235,386	0	219,606	0
130 Retirement	476,714	480,657	506,375	524,706	525,000
135 Social Security	180,232	185,781	193,305	205,700	215,110
145 Unemployment Compensation	5,279	5,487	0	11,890	0
150 Insurance, Active Employees	335,434	360,275	529,450	529,450	366,750
160 Insurance, Work Comp	67,310	61,729	70,115	65,000	73,000
165 Insurance, Disability	9,051	9,117	10,695	10,670	15,500
170 Insurance, Dental	34,104	36,050	39,300	39,300	39,700
175 Insurance, Group Life	2,634	2,557	3,060	2,460	3,100
180 Longevity	4,560	4,550	4,880	4,835	5,330
185 Section 125 Administration	474	345	440	288	400
Subtotal	\$3,492,205	\$3,612,997	\$3,952,350	\$4,119,367	\$4,155,110
Indirect Employee					
200 Travel/Training	9,931	9,829	11,500	11,500	11,500
205 Recruitment/Testing/Physical	5,816	8,799	7,000	8,455	8,500
210 Expense Allowance	305	93	250	250	250
215 Uniforms and Clothing	5,621	11,827	6,700	6,700	6,700
220 Tuition Reimbursement	6,665	553	10,000	1,000	10,000
Subtotal	\$28,338	\$31,101	\$35,450	\$27,905	\$36,950
Utility Costs					
300 Electricity	20,905	20,190	25,600	25,600	25,600
305 Water and Sewer	1,225	1,249	1,440	1,440	1,485
310 Natural Gas	5,557	2,095	6,535	4,000	5,000
315 Telephone	23,230	26,223	23,000	23,000	23,000
320 Data Lines	14,090	0	0	0	0
Subtotal	\$65,007	\$49,757	\$56,575	\$54,040	\$55,085
Supplies					
400 Office Supplies	7,508	11,294	9,400	9,400	9,400
405 Computer Hardware Software	1,348	30	0	0	0
410 Printing and Copying	6,059	4,953	5,000	5,000	6,000
415 Postage	2,866	2,193	3,500	3,500	3,500
420 Dues and Publications	2,250	1,636	2,000	2,000	2,000
425 Advertising and Promotions	95	343	500	1,300	2,000
426 Crime Prevention	592	998	2,000	2,000	3,000
430 Housekeeping	3,397	2,914	2,550	2,550	2,550
440 Medical and Safety	1,776	1,475	1,000	500	1,000
460 Minor Equipment	0	0	4,000	4,000	4,000
470 Audio Visual/Photo Supplies	2,765	4,710	6,000	5,000	5,000
480 Fire Equipment	219	528	500	200	250
485 Police Equipment	22,811	11,122	11,000	11,000	11,500
486 Ammunition/Armory	11,246	9,868	11,250	11,250	12,500
487 Police Auxiliary	1,566	1,789	1,600	1,600	1,600
488 Police Special Operations	1,976	2,046	2,600	2,600	1,500
489 Drug & Violence Grant	16,637	18,565	23,375	23,375	25,400
490 Police Vehicles	98,194	96,687	85,000	98,900	105,000

City of Oak Creek 1999 Annual Budget

Fund / Department	1996 Actual	1997 Actual	1998 Budget	1998 Estimate	1999 Budget
493 Canine Operations	0	0	0	0	3,000
494 Leased Major Equipment	8,292	10,553	10,700	10,500	10,700
495 Miscellaneous	5,323	5,846	2,400	3,400	1,000
Subtotal	\$194,920	\$187,550	\$184,375	\$198,075	\$210,900
Other Services					
500 County Prisoner Fees	12,370	11,671	7,500	15,000	15,000
517 Building Cleaning	505	1,411	1,000	1,500	2,000
525 Attorney/Legal	47,866	75,554	25,000	46,000	50,000
Subtotal	\$60,741	\$88,636	\$33,500	\$62,500	\$67,000
Maintenance					
600 Office Equip Maintenance	6,480	7,418	7,500	7,500	8,000
605 Computer Maintenance	13,252	0	0	0	0
610 Radio Maintenance	4,988	8,010	6,600	6,600	6,600
615 Grounds Maintenance	5,915	5,979	5,000	5,000	2,500
620 Building Maintenance	12,596	17,251	12,500	12,500	5,000
Subtotal	\$43,231	\$38,658	\$31,600	\$31,600	\$22,100
Vehicles					
700 Vehicle Maintenance	31,609	23,855	25,000	25,000	29,000
705 Equipment Maintenance	1,738	810	1,000	1,500	1,000
710 Gas/Oil/Fluids	39,063	41,809	41,000	40,000	41,500
715 Tires	5,655	2,864	3,500	2,500	3,500
Subtotal	\$78,065	\$69,338	\$70,500	\$69,000	\$75,000
Total	\$3,962,507	\$4,078,037	\$4,364,350	\$4,562,487	\$4,622,145

Notes and comments:

CITY OF OAK CREEK 1998 ANNUAL BUDGET

FINAL REPORT OF 1998 OBJECTIVES

4th Quarter

Department: Police

Objectives (Administrative)

1. Effective administration of all resources allocated to the department, providing effective leadership and vision into the future, and effectively controlling the expenditures of resources thereby operating within budget or within a 3% margin of the department's annual budget.

Status: At the time of this report, final numbers are not in for fiscal year 1998, but a few objective observations can be made. For the first time, the overall expenditures in 1998 will be more than budgeted figures. The main contributing factors for this overage are overtime, county prisoner fees, attorney/legal fees, and police vehicles. The overtime account included a settlement during the sergeants' negotiations that had significant impact on this account. An analysis of the 1998 overtime will be completed through a study being produced in the first quarter of 1999. The analysis of the other above-mentioned line items can be found in the 1998 Annual Report.

2. Continue to work with the Fire Department in a joint leadership role regarding the city Emergency Operations Plan, including the following objectives:

- Approval of the Emergency Operations Plan.
- Conduct one table-top exercise in the spring of 1998.
- Conduct functional exercise in fall of 1998.

Status: Since the last report, we conducted a tabletop exercise, which occurred in November. We provided E.O.P. training for our command staff and other department heads. Final drafts have been developed for Section B—Warning/Communications, and Section E—Evacuation and Shelter, of the Emergency Operations Plan.

In 1998, the City of Oak Creek set several goals and objectives regarding Emergency Management. These goals and objectives were derived to set the foundation for the City's response to disasters and/or major emergencies. The following is a list of accomplishments regarding those set goals.

- The Emergency Operations Plan was unanimously approved by the Common Council in May, 1998. All department heads were trained on the E.O.P. with a question and answer session. City-wide training on the E.O.P. was also completed.
- A tabletop exercise took place in November, 1998.
- The functional exercise was placed on hold until the spring of 1999.
- Section B and Section E of the E.O.P. are in final draft stages.
- Initial stages of a joint full-scale air disaster have begun in conjunction with Milwaukee County and are set for May, 1999.

3. Continue with our customer satisfaction survey instrument, randomly sampling the level of satisfaction the department is achieving with its citizens, at least twice during 1998.

Status: During 1998, the Department conducted two different customer surveys. The first survey was conducted in the spring and again in the fall. That survey consisted of mailing 600 survey forms to randomly-selected individuals that had contact with the Oak Creek Police Department during the past six months. Of the 1,200 survey forms mailed out, 194 were returned. Almost all rated the Police Department positively.

The Department also conducted a telephone survey in conjunction with the mail survey. The Department utilized retired volunteers to call randomly-selected telephone numbers of Oak Creek residents obtained from the address/telephone directory. The results of the telephone survey were consistent with the results of the mailed survey in that most of the contacts were positive. The results of all three surveys will be compiled into a Community and Customer Survey Report in addition to being published in the 1998 Annual Report.

CITY OF OAK CREEK 1998 ANNUAL BUDGET

4. Continue to maintain the current level of technical, professional and management training offered to members of the department, particularly those in top management positions, attempting to address specific areas of individual and community needs.

Status: Since the last progress report, members of the Oak Creek Police Department have received in excess of 2,766 hours of training

During 1998, two members of the department attended Northwestern University Traffic Institute's (400 hour) School of Police Staff and Command. It should be noted that, upon completion of this training, Manager Stencil was chosen to receive the Kremlin Leadership Award from Northwestern University. Total hours of training received by members of this department during 1998 were 6,617 hours (see attached training report).

5. Continue to work with the School District in the following areas:

- Provide the D.A.R.E. program to public and private schools at the 5th and 6th grade level.
- Utilize and evaluate the T.A.B.S. program involving truant students.
- Continue to provide directed training to administrators, teachers and students as requested by the district administration.

Status: The D.A.R.E. program continued with the fall semester. Officer Finco taught eight classes between Cedar Hills, Carrollton and Edgewood School. There were 186 graduating D.A.R.E. students this past semester.

During 1998, there were a total of 15 D.A.R.E. classes taught between Shepard Hills, St. Matthews, Meadowview and the above listed schools. A total of 373 children graduated from the D.A.R.E. program this past year. This continues to be a well-received program with students, teachers and parents.

The T.A.B.S. program, as well as other options, continues to be evaluated by the Oak Creek/Franklin School District and this department. Prior to the beginning of the '98/'99 school year, principals and vice principals of the middle schools and the high school, along with Dr. Pekoe and Dr. Voorhees, met with members of this department to plan a strategy on dealing with truant and disruptive students. This plan appears to be working out well. We are currently issuing municipal citations to students who are truant. In 1997, the Police Department issued one official habitual truancy citation. In 1998, a total of 16 citations were issued with 2 formally charged, 2 still pending and 12 which were deferred prosecutions or referred to counseling.

There were no requests during 1998 for drug awareness classes at the middle schools or the high school. As in the past, we will continue to make them available for students and staff, upon request.

6. Continue the process of the annual review of mandated department policies and other such policies and procedures as identified through the Policy Review Committee. A further goal is to ensure that the policy development is within guidelines for the State of Wisconsin initiative regarding accreditation.

Status: During 1998, the Policy Review Committee reviewed and updated several policies, including the Pursuit Policy, Uniform Policy, Use of Force Policy, Sexual Harassment Policy, Bloodborne/Airborne Pathogens Policy, Domestic Abuse Policy, Performance Appraisal Policy, Operation of Department Vehicles Policy, Arrest Procedures Policy, and the Sex Offender Registration and Community Notification Policy. Along with these policies, all mandatory policies that are to be reviewed yearly were reviewed and updated as needed. All policy updating is done in order to meet the guidelines of Wisconsin Law Enforcement State Accreditation. In addition, the following new policies have been adopted: Towing Abandoned Vehicles Policy, Operating While Intoxicated Arrest Procedures Policy, Crime Victim Rights Policy and the Organizational Structure Policy.

7. Research, design and develop space/communications needs for updated dispatch center. Begin to implement supervision and required staffing needs to the updated dispatch center, which will ultimately handle both police and fire calls.

Status: The Albion Group has completed their construction drawings for the dispatch remodeling, and the project has been submitted to three general contractors for bids. As a result of these bids, the Department submitted a budget request of \$200,000 to the Common Council to cover the cost of the remodeling project. That request was approved;

CITY OF OAK CREEK 1998 ANNUAL BUDGET

however, at this time, the remodeling project is on hold pending further research on the feasibility of remodeling our existing dispatch center. The Department also submitted a request to hire two additional dispatchers in July, 1999. The Common Council approved that budget request as well, and that hiring process will begin in March. The transition from a sworn officer supervising the dispatchers to a non-sworn dispatch supervisor has gone very well with Manager Stencel filling that role.

8. To improve and enhance the image of the Oak Creek Police Department through continued open communication with the media and thorough accountability to our citizens. Additionally, the enhancement will occur through symbolic changes, including a return to a more traditional shoulder patch, updating of the department photograph, and issuing a second edition of Oak Creek cop cards. Furthermore, review past policies and procedures that had an overall negative impact on the internal operations of the department or the external perception of the community.

Status: The 1997 Department photograph has been completed by Mille's Studio and is on display at the Police Department. The photograph has also been provided to key people/agencies within the City in order to enhance working relationships with officers and other departments. Other symbolic changes included a final draft of an updated "shoulder patch". This effort was rather exhaustive due to our problem locating an appropriate department symbol. We are quite proud and satisfied with our final selection of a knight copyrighted by the University of Rutgers. We have obtained written permission from Rutgers University and have stylized that knight in the shoulder patch. We are also researching the use of that knight in replacing the eagle symbol on our marked squad cars.

We also conducted the third Citizens' Academy to further enhance our image and educate our citizens.

9. Work with the Milwaukee County Sheriff's Department in the following areas of mutual concern:

- The feasibility of utilizing the Milwaukee County 800mhz system for both data and voice communications.
- Work with Milwaukee County to identify and plan our local response to emergency service needs as it relates to Bender Park.

Status:

- *Milwaukee County advised that the 800mhz data system has been installed, tested, and is functioning properly. They envision the turnover to occur in late January or early February. It is our intention to change over to Milwaukee County from Waukesha County as soon as possible.*
- *We have met with the Milwaukee County Chiefs' Association and have obtained an appropriation to extend coverage of the 800mhz voice system to the southeast communities. We met with Motorola in late 1998 to begin designing and identifying needs to bring this project to fruition. Design and cost estimates for this project should be completed by the end of the first quarter of 1999. It is our intention to keep the Council updated as soon as a timetable is known.*
- *We continue to keep in close contact with Milwaukee County with regard to the development and needs of Bender Park. Milwaukee County Representative, James Ciba, recently informed our department of the following: The first part of Phase I construction includes the completion of the safe harbor and boat launch, which is currently in progress. The second part of Phase I includes the installation of concrete ramps and docks for boat launching. This is scheduled to be completed by mid-July, 1999. At that time, the ramp will be open on the weekends, with the park closing at 10:00 p.m. The closing time may be adjusted to accommodate the fishermen. No personnel will be stationed at the boat launch. The county will use a drop box for launch fees. Twice a day on the weekend, county workers will remove the money from the drop box. The projected completion date for all of Phase I is November or December of 1999. The grand opening of Bender Park is tentatively scheduled for the spring of 2000.*

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10. Expedite court appearances within 90 days of the arrest or citation being issued.

Status: For the entire year of 1998, the Oak Creek Municipal Court met or exceeded the above goal, even though court appearances increased by over 600 cases. On an average, initial appearance dates were scheduled within 45 days of the arrest. Trial dates continue to be assigned within 30 days of the initial appearance.

11. Conduct a customer satisfaction survey, randomly selecting individuals who have received a citation and ascertain whether they were satisfied with the outcome of their court appearance. Mailing will be done twice during 1998. The Department will correlate results.

Status: The Department incorporated this process in the Customer Survey that was conducted in 1998. Of the 1,200 surveys that were mailed out, 400 of them were to individuals that had been arrested by our Department. While the survey was directed more toward the Police Department than Municipal Court, it afforded those individuals an opportunity to respond with any comments they may have had regarding our court process.

12. Oversee the addition of new Court customer service window at the Police Department where all court-related transactions including payments and addressing questions/concerns will be conducted.

Status: This matter was tied into the remodeling project of the dispatch and clerical areas of the Police Department, which will be a project in 1999.

Objectives (Operational):

1. Continue the development of our Crime Prevention program, which would include the following:

- Writing for and obtaining the approximate \$23,000 Neighborhood Drug Use and Violence Prevention Grant as in the previous seven years.
- Increase local funding levels from outside sources.
- Implement and conduct evaluations regarding at least two new services provided through the Crime Prevention Unit (i.e., the C.A.T.)
- Increase National Night Out participation through a 20% growth in attendance. Increase activities and displays related to National Night Out by 20%.
- Add one community event, i.e., Safety Day.
- Maintain and support the present 38 block watch captains and their Neighborhood Watch group, including at least two city-wide meetings for training/liaison with those captains in 1998.
- Recruit eight new Neighborhood Watch groups and the block watch captains for those groups.
- Continue liaison in community organizations to better serve the community and to spread the crime prevention message. Liaisons to include Lions, Kiwanas, Chamber of Commerce and advisory committee of Salvation Army.

Status: The Crime Prevention Unit wrote for and was awarded a \$23,000 grant for 1998 and has already been approved for a grant of \$25,000 for 1999. Local funding from outside sources increased by 60%. National Night Out was a tremendous success in 1998. Participation grew by at least 20%, despite less than ideal weather on the date of the event. The Oak Creek Police Department added a new safety event in 1998—a bicycle rodeo—which was held in June. There was a total of five Neighborhood Watch groups added in 1998 as the program continues to expand to cover more and more of the city. The Neighborhood Watch Program produced the only watch group sex offender inquiry in southeast Milwaukee County. The Crime Prevention Unit also introduced a new publication in 1998 with the introduction of The Crime Sheet. Other developments in 1998 included the implementation of Midnight Volleyball, a youth late night diversion program, and a block captain appreciation dinner.

**It became known in December of 1998 that our very effective and successful Crime Prevention Officer, Tony Micele, would be leaving the Department to pursue his masters degree. We had made arrangements in anticipation of this probable move and named Officer Ron Piojda as his successor in this assignment. During this last month of the*

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calendar year, Officer Micele searched for information regarding the newest federal grants, obtained, and wrote for the "COPS in Schools" grant. This initiative will be forwarded to the Mayor and school for final authority with a tentative goal of acquiring two school resource officers and beginning that program with an officer placed in the high school and a second officer placed in the middle schools.

2. Continue the development of our Drug Unit which would include:

- Initiate and complete investigations that would lead to the acquisition of eight search warrants being served through our Drug Unit in conjunction with the Emergency Response Unit.
- Maintain a minimum of 9% conviction rate in all municipal and state related drug charges.
- Maintain a high presence regarding hotel/motel interdiction. Work with the management of those establishments to identify and arrest drug couriers using City hotels/motels.

Status: During 1998, the Drug Unit obtained seven (7) search warrants which have led to the arrest of a number of suspected drug offenders. We currently have several investigations pending, which will be brought to conclusion in early 1999.

During 1998, we maintained a 90% or better conviction ratio for all drug charges.

Our presence in the hotels and motels has increased, and we have developed a very good working relationship with the management of these establishments.

3. The goals and objectives for the Traffic Bureau include:

- Maintain a minimum of 90% conviction rate in all cases involving charges of Operating While Under the Influence of an Intoxicant that are adjudicated during 1998.
- Issue citations in a minimum of 70% of the traffic crashes that occur within the City.
- Continue to identify patterns of excessive motor vehicle speed and establish an enforcement/education (deployment of the Cop-In-A-Box) as identified.

Status:

- *During 1998, there were 123 D.W.I. cases adjudicated. There were 120 convictions. Three cases were amended to reckless driving because of BAC levels being below .10. We have exceeded our goal in this area, with a 97.56% conviction rate.*
- *There were 566 multi-vehicle accidents in 1998. From those, 451 traffic citations were issued— or 79.85% issuance of traffic citations at accidents, which exceeds our goal by almost 10%.*
- *During 1998, the Department exceeded its goal for the deployment of the speed trailer (Cop-In-A-Box) by strategically placing it in 33 locations throughout the City. The speed trailer was deployed in problem areas that were identified by reviewing and analyzing written warning tickets and citations issued. We also utilized the information received from Mike Sullivan on traffic patterns in those areas. In addition, we placed the speed trailer in areas that were of concern to residents as reported to the Traffic and Safety Commission or to this Department. In addition, we exceeded our goal of having random 24-hour traffic enforcement, with a marked squad in areas where the speed trailer was deployed or had been previously deployed.*
- *We began an initiative in late 1998 of at least four "no roll calls" per month. This initiative brought more consistent traffic enforcement during what was historically an area of concern due to a minimal amount of patrol. This initiative will continue on through 1999.*

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4. To increase and improve the quality of our criminal and civil investigations. The following goals have been identified:

- Develop, staff and train Criminal Investigative Response Unit to quickly deploy and investigate major crimes.
- To empower officers at the patrol level to more completely investigate and develop evidence for a successful conclusion/conviction of cases.
- To enhance the investigative skills of our patrol division, through direct supervision at the crime scene.

Status:

- *Seven (7) Police Department members have been selected for the Criminal Investigative Response Unit and are currently in the process of completing their 80-hour training program. Scheduled date for completion of this training is the end of February, 1999. The Unit has also converted squad #15 from a patrol vehicle into an evidence van. Upon completing the training in February, the Criminal Investigative Response Unit will be a fully functional tool that can be utilized by the Department at any serious crime scene.*
- *During the past year, we informed officers that there would be a high priority placed on conducting complete, accurate, quality investigations and that they would be provided the necessary time and tools to conduct investigations and bring them to a proper closure. By allowing this to happen, not only did it take some workload off of the Detective Bureau, but it gave the officers an opportunity to improve on their investigative skills.*
- *With the additional staffing of dispatchers, our front line supervisors have been able to take a more active role in the direct supervision of the patrol force. This has allotted supervisors time to provide on-going direction and training for patrol officers. The result has been increased performance and a better quality of work by officers.*
- *Detective Antreassian was assigned to re-open the Lorraine Molnar homicide investigation of 1992. He has worked closely with a detective from the Department of Justice, Criminal Investigations in an effort to obtain sufficient probable cause for charging in this incident. Sergeant Edwards was re-deployed into the Detective Bureau to allow Detective Antreassian to concentrate his entire workload on this issue until the investigation was exhausted or charged.*

5. Continue to utilize the warrant service squad to include the serving of juvenile-related warrants during court night sessions, along with other municipal warrant commitments served by this department by 3%.

Status: During the third and fourth quarter, the warrant squad closed out 25 municipal warrants, having a total value of \$4,943.